MBTA PROCUREMENT INTERVIEWS

KEOLIS COMMUTER SERVICES (PROPOSER)

Tuesday, September 24, 2013

Holland & Knight, LLP

Boston, Massachusetts

ATTENDANCE:

HOLLAND & KNIGHT, LLP
Maximillian Bodoin, Esquire

KEOLIS COMMUTER SERVICES (PROPOSER)
Ronan Coatanea
Janet Carbonelli
Jean-Bruno Delrue
Justin Vonashek
George Hardwidge
Gerald Francis
Paul Garrett
Frank Dubourdieu
Benjamin Vautrin
Astrid Sumpf
Steve Townsend

MASSACHUSETTS BAY TRANSPORTATION AUTHORITY (MBTA)
Susan Cobb
Gerard Kelley
Ted Basta
Sean McCarthy
Jonathan David
Bradley Kesler

* * *

MR. BASTA: We're going to start with safety. During the presentation there was some representation that, I think you said, safety was important. Your proposal includes a target passenger injury reduction rate of 74 percent and 35 percent for employees by 2019. How do you intend to accomplish this reduction? 10:54:21 10:54:22 10:54:24 10:54:24 10:54:26 10:54:27 10:54:31 10:54:35

MR. HARDWIDGE: Well, those are very aggressive numbers we've put in our proposal, and they're pretty striking, but when we've looked at this service and done really an in-depth review, we're serious about those numbers and we think they're achievable. 10:54:38 10:54:39 10:54:42 10:54:45 10:54:49 10:54:51 10:54:53

I'm going to ask Justin to go into some of the detail on that. 10:54:54 10:54:57

MR. VONASHEK: So those aren't just pie-in-the-sky numbers. We actually benchmarked some of our operations throughout the world and we looked at where the injuries were for them and with that, based on the injuries we have to today, we figure that these percentages were accurate. 10:54:58 10:55:01 10:55:02 10:55:04 10:55:06 10:55:08 10:55:10

So it's also very important to point out right now that you guys have a very poor record. The MBTA commuter service is near the back of the pack when it comes to peer agency. I'm talking about Metro, New Jersey Transit, Long Island, Metro-North, SEPTA. You're towards the back of the pack. There's huge opportunity here and we're extremely excited to work with you to bring that reduction. We think we could do it. 10:55:13 10:55:15 10:55:17 10:55:22 10:55:24 10:55:27 10:55:27 10:55:29 10:55:31 10:55:33

So, as I said in my presentation, first, safety culture. It all begins with the safety culture and the employees. Like George said earlier, you have 2,000 great employees out here. We're willing to work with them. We think working with them we could help reduce these injuries. 10:55:36 10:55:38 10:55:42 10:55:44 10:55:46 10:55:48 10:55:51

We talked about our personal safety plans. Safety starts with the employees. And through these plans employees will start to take ownership in their safety. They'll start to understand it a little bet better. It's not going to be, well, work safe. What does that mean to an employee? You know, sometimes employees don't understand. Their 10:55:52 10:55:56 10:55:56 10:55:56 10:55:59 10:56:01 10:56:03 10:56:05

manager says they have to be safe so they try to work safe. When you get them starting to think about it, they start to think, well, what does that really mean? How do I improve it? So there's a lot of opportunities there with the employees. Excuse me. 10:56:08 10:56:11 10:56:12 10:56:12 10:56:14 10:56:17

There's also opportunities there with the engineering department, if Jean-Bruno could help me out with this and explain. 10:56:18 10:56:20 10:56:23

MR. DELRUE: Engineering department talking about personal safety as tragic record of what happened in 2007 when two front guys were killed in an accident, we don't want that to happen again, never. 10:56:26 10:56:29 10:56:34 10:56:39 10:56:40

We have seen or we have known that some safety lies in people and have been put at sometimes in the staff. In order to take a closer look at safety, to enhance, try again alcohol prevention, we have included them in our staff. 10:56:49 10:56:52 10:56:57 10:57:00 10:57:06 10:57:10

And, also, the heads of the safety concerning the engineering department will report direct to Justin. We have some safety reps in our organization that work 10:57:13 10:57:17 10:57:20 10:57:24

inside the engineering so if there is a problem, but, of course, that will depend generally on the safety director, and they will be in charge of promoting the safety. 10:57:30 10:57:32 10:57:35 10:57:37

Also, that -- that we have to see how to implement in the field. We may also try to bring some safety tools, day-to-day safety tools, including what we call technical safety, which is the technical gesture of safety, how to make insulation and equipment safe after a maintenance operation, et cetera. That we also intend to implement as part of our continual improvement process. And that will be part of the joint performance improvement plan that we intend to build. 10:57:40 10:57:45 10:57:50 10:57:54 10:57:57 10:57:59 10:58:05 10:58:08 10:58:11 10:58:14 10:58:17 10:58:19

MS. CARBONELLI: And if I could just talk about the transportation side. From the times that I've ridden the MBTA service, crew announcements on station platforms, I've noticed that the crew announcements could be made in a more timely manner more closely approaching the station so it gives passengers an opportunity to be prepared to detrain seeing that the train's 10:58:23 10:58:25 10:58:26 10:58:30 10:58:31 10:58:34 10:58:36 10:58:39 10:58:41

coming into the station, and we have people that are rushing to go and get off. And, certainly, if you're rushing, you are more apt to trip, stumble, fall. And certainly we want to go and ensure that our passengers are operating -- are being very safe. So I think by just making our announcements a little bit closer towards the arrival time to the station, that will certainly help. 10:58:45 10:58:46 10:58:49 10:58:52 10:58:55 10:58:59 10:59:01 10:59:04 10:59:07

Looking at where our crews are positioned on the train, and also going down a different avenue, our transportation managers, they're going to start at outlying points. They're going to be riding trains. They're going to be seeing the practices of the crews to ensure that we're working safely. We'll meet with the crews in the morning, in the afternoon when they come on duty and talk to them about safety ensuring that they are, they've got their proper footwear on so when you're walking in the yard you're not going to twist an ankle or anything. So that is the transportation side approach to safety. 10:59:09 10:59:12 10:59:14 10:59:16 10:59:19 10:59:22 10:59:24 10:59:26 10:59:29 10:59:31 10:59:34 10:59:36 10:59:39 10:59:41 10:59:44

MR. VONASHEK: So it's very 10:59:46

important that we create a safe work environment here. It's not -- it starts with employees but it's also creating a safe work environment. 10:59:48 10:59:50 10:59:52

For example, I was out riding trains. When we're coming into the stations, they're supposed to make emergency announcements prior to getting to their downtown terminal as soon as they leave informing passengers of all the safety issues, if there's an emergency evacuation, how to get out, where the exits are located. I'll be honest with you, I have not heard it. That gives me great concern when I ride these trains. It's a federal requirement. 10:59:54 10:59:55 10:59:58 11:00:01 11:00:02 11:00:04 11:00:06 11:00:07 11:00:09 11:00:11

Another thing that gives me concern out on the trains is the way these trains are maintained. There's a lot of tripping hazards out there on this equipment. And, Paul, if you could please explain that a little bit more. 11:00:13 11:00:14 11:00:16 11:00:19 11:00:21 11:00:22

MR. GARNETT: Going on safety for our customers, like we said, we'll make sure we're up to OEM standards and FRA regs are all followed. That's making sure seats are 11:00:24 11:00:26 11:00:27 11:00:30

working so when a customer sits in that seat, it doesn't fall on the ground. It's making sure the traps are working so when a conductor is trying to set the trap, it doesn't fall back on them and smash their toe or anything like that. 11:00:33 11:00:34 11:00:34 11:00:38 11:00:40 11:00:42

Moving into the shop, we'll create a work environment, like I said in my presentation, that will show safe work practices and create a safe work environment. A good example of that is one time I had an injury where a gentleman was drilling, and to hold the piece up he drilled, he held his hand here and was drilling right by his hand. The drill bit broke. It went into the back of his hand. 11:00:43 11:00:45 11:00:48 11:00:50 11:00:52 11:00:54 11:00:56 11:00:58 11:01:01 11:01:02

So what we did there is we did analysis of his accident. And with that analysis, we didn't go after the employee. Now, if discipline has to be taken, we will, but our main goal was what was our policy, what was our procedure and how did that fail. 11:01:04 11:01:07 11:01:09 11:01:13 11:01:16 11:01:19 11:01:20

That's what we want to create. We want to create this environment that, okay, 11:01:20 11:01:22

so I messed up and didn't do the right thing, I didn't get a seat clamp and put it on there and hold the piece, but through that we learned to create something and learn where we might have missed a step. 11:01:24 11:01:27 11:01:29 11:01:30 11:01:33

With mechanical, you know, there's thousands of things we do a day, and to come up with a procedure for every little one will be hard to do. Not saying we won't do it but it will be hard to do. But through analysis of safety injuries, through creating this work environment, through getting the employees to pay in and say, okay, I just put this drill bit in the back of my hand, I'm not telling a foreman because I don't want to be fired, I don't want time off, we want to get rid of that kind of atmosphere. 11:01:35 11:01:38 11:01:40 11:01:43 11:01:45 11:01:48 11:01:50 11:01:52 11:01:54 11:01:57 11:02:00 11:02:01 11:02:04

MR. HARDWIDGE: Another critical or some other critical points about safety and this safety culture which, as Justin said, that can become a buzzword, it's not a buzzword or a buzz phrase with us -- of course, safety, I have to be serious about safety as a general manager. I have to mean 11:02:06 11:02:08 11:02:08 11:02:10 11:02:12 11:02:15 11:02:19

that we want a safe workplace. If doing something properly and safely means that we, that it costs us a little bit more money and even if it means ultimately that we take a train delay, we have to be serious about it. 11:02:21 11:02:23 11:02:27 11:02:29 11:02:32

I've got 45 years working in the railroad and I've seen different approaches. One of the things that can happen is that, when things get tough when you're under pressure, you say, you know, we can shortcut it and get it done. That's the real world. That's the real world in a lot of places. 11:02:36 11:02:38 11:02:42 11:02:45 11:02:48 11:02:50 11:02:53

When I worked at Metro, we struggled through that. And I can tell you Metro was the safest railroad in 2012 because we moved beyond that. 11:02:56 11:02:59 11:03:01 11:03:04

And one of the reasons I'm sitting here today and being willing to come back and work on this project is because I've been convinced over the last year that that's what Keolis wants and expects and that I'll be supported in doing that. 11:03:06 11:03:08 11:03:09 11:03:13 11:03:15 11:03:19

And to touch on it just another way, when I talk to employees about safety, and I think you can see this through every area of 11:03:22 11:03:24 11:03:28

what we are going to do in our proposal, not just safety, we're going to be driven by facts. We are going to be -- we're going to manage from a process and a systems approach. 11:03:31 11:03:35 11:03:38 11:03:41 11:03:44

And that systems approach, as an example, when I talk to employees, I tell them, listen, we are going to train you on the right way to do things, and that is very important because if you're properly trained on how to do a job or a task safely, then when things get tough and something's out of the ordinary, you will do it the way you were trained to do it, much like in your every day life if you put a seatbelt on when you get in the car. If you get in that car and start the engine and put the seatbelt on, you're going to be safe if something happens. If you get in the car and you're going 100 miles and you put the seatbelt on, but if you're just going around the corner to get a gallon of milk you don't put the seatbelt on, guess what, it's going to bite you. 11:03:44 11:03:46 11:03:49 11:03:53 11:03:55 11:03:57 11:04:02 11:04:04 11:04:06 11:04:10 11:04:12 11:04:15 11:04:17 11:04:19 11:04:22 11:04:25 11:04:27 11:04:30 11:04:32

And that's the same attitude that, 11:04:32

from me and all the way through the management team and right down to that new employee coming on the property, that we're going push for. 11:04:36 11:04:38 11:04:40 11:04:43

MR. VONASHEK: It's also important to point out that we need to have a full regulatory compliance program here. Now, that's not just for current regulations. We need to be prepared for new and pending regulations. 11:04:45 11:04:47 11:04:50 11:04:51 11:04:54

I sit on various Federal Railroad Administrations committees. I'm a member of the Rail Safety Advisory Committee for the FRA. I assist in developing new regulations. I have experience working with labor and various other railroads, as well as the FRA, on all these new regulations. I started in operating, so I understand not only the regulations but how they actually are applied to the operation because that's important, because we can all read a regulation on safety but if you've never been out there, how do you apply that. That's extremely important. You have to understand the operation before you can 11:04:55 11:04:55 11:04:58 11:05:00 11:05:03 11:05:05 11:05:07 11:05:10 11:05:12 11:05:15 11:05:17 11:05:18 11:05:23 11:05:24 11:05:26

apply a regulation because you have to understand the impact to the employee. It's fine for somebody to sit wherever they may and not fully understand the impact on the employees because, quite honestly, like I said earlier, the employees have to implement this. They have to comply with this or else it's their job. And we don't want anyone to get hurt. It's extremely important. 11:05:27 11:05:29 11:05:31 11:05:33 11:05:36 11:05:38 11:05:40 11:05:42 11:05:44 11:05:47

Some other things with that is it's important to have a hazard identification program. We need to identify the hazards. We need to have leadership training so our employees are aware of all the safety issues, they know to what to look for. We need to become more proactive than reactive. That's what's really important in safety. 11:05:47 11:05:49 11:05:50 11:05:51 11:05:53 11:05:56 11:05:58 11:05:58

It's great for somebody to get injured and say, oh, there's a tripping hazard there, but you want to prevent it before they fall. That's what's really important. And especially for the passengers, passengers should be able to expect that each day when they get on that train and 11:06:01 11:06:02 11:06:05 11:06:07 11:06:08 11:06:09 11:06:11

when they get off they're going to go home without an injury, they're not going to get hurt here in Boston on the commuter service. That's extremely important. And they expect it. So when they get injured, they weren't expecting it. Their family wasn't expecting it. 11:06:13 11:06:15 11:06:17 11:06:20 11:06:22 11:06:25 11:06:27

It's extremely important also for the employees. The employees need to have expectations. Their family members must -- must -- they can't have any concern when that employee goes to work that they're not going to come home safe. 11:06:27 11:06:29 11:06:29 11:06:32 11:06:35 11:06:37

I think we can all agree on that, that safety is the number one priority and we all have that expectation. We're going to help identify the incidents. We're going to have a really aggressive incident reporting and analysis program. Paul spoke about it a little bit earlier. We're going to be looking at KPIs. We've implemented key performance indicators throughout all of Keolis throughout the world. So we already know what to look at. We're not starting from scratch here. We know where to go. We 11:06:38 11:06:41 11:06:42 11:06:43 11:06:45 11:06:47 11:06:49 11:06:52 11:06:54 11:06:56 11:06:59 11:07:00

know where the issues are. And with our safety audit, as soon as we get ready to take over the operation, we're going to be able to identify those issues ahead of time so we're going to know where to address our main focus, which Frank -- but also with our issue tracking portal, which Benjamin is in charge of, if you wouldn't mind speaking to that a little bit, we're going to know where to look. 11:07:01 11:07:02 11:07:04 11:07:06 11:07:13 11:07:17 11:07:18 11:07:18 11:07:22 11:07:22

MR. MCCARTHY: Can I interrupt, please? When you finished, I was going to say that's an example of probably how we don't want to proceed as far as longevity goes. 11:07:31 11:07:33 11:07:37 11:07:38

MR. VONASHEK: If I may, three quick words. Best practices, we need to implement best practices. We need to train our employees. Training is essential to this, leadership training, everything. And accountability. Our employees, our managers, must be accountable. I'll leave it at that. I apologize. 11:07:40 11:07:43 11:07:45 11:07:47 11:07:50 11:07:50 11:07:52

MR. MCCARTHY: Thank you. 11:07:57

MR. DELRUE: You don't manage 11:07:57

safety from the office. 11:07:59

MR. MCCARTHY: Next question 11:08:04
relates to customers with disabilities and 11:08:04
special needs. We'd like to know 11:08:06
specifically how you plan to accommodate the 11:08:09
customers with disabilities and special 11:08:11
needs. And if you could speak specifically 11:08:13
to some of the training programs, that will 11:08:16
help in that area. 11:08:17

MR. HARDWIDGE: I'm going to ask 11:08:20
Ronan to take the lead on that. And, again,
certainly with respect to time, if you could
give us a little indication, although I
don't think any of our answers are going to
be that thorough. 11:08:30

MR. COATANEA: This question of ... 11:08:30
in Boston, we have The Ride and expectations 11:08:33
of the passengers posted up on the websites. 11:08:35
We know it's a big expectation on this 11:08:37
subject so we work quite a lot on this 11:08:40
aspect of the bid. 11:08:43

One thing to keep in mind is we're not 11:08:46
compatible on transport with everything 11:08:48
first, but in 15-months all transport 11:08:48
operations have to be fully compliant with 11:08:53

1	the ADA. We're looking a lot on our	11:08:59
2	businesses but also very specific action	11:09:02
3	plans in process at the moment. So first	11:09:06
4	we'll be fully ADA compliant.	11:09:12
5	The second thing that we will	11:09:12
6	establish is some partnership with local	11:09:13
7	colleges. We are at the moment working with	11:09:16
8	Carroll College for blind people, for	11:09:20
9	instance, as well as 13 schools for the	11:09:23
10	blind. The idea is we request them to help	11:09:26
11	us establishing the training programs for	11:09:29
12	our staff. So it's not up to us to decide	11:09:32
13	what is to be taught to our employees to	11:09:35
14	address these specific issues, to experts,	11:09:37
15	to .... corp, to let us know what has been	11:09:42
16	done so we can schedule it with this	11:09:45
17	approach. It's very important to us.	11:09:47
18	We also want in terms of information	11:09:51
19	for the disabled. We know for the moment --	11:09:56
20	for instance, working on the website.	11:10:01
21	Website, we'll produce a new website.	11:10:04
22	Website can be compliant with special tools	11:10:09
23	like ... if you want to listen to the	11:10:11
24	messages on the website, if it's not	11:10:15
25	compliant from day one with ... so we will	11:10:18

work on that as well as our website. 11:10:22

There is another point. Boston was 11:10:24

the initiative of an excellent program 11:10:27

dealing with open data. And we, in France, 11:10:29

we're working a lot and copying Boston and 11:10:33

doing similar thing. There are two dopplers 11:10:38

in Brittany that assist an application

called handimap.org which is assisting the 11:10:43

persons that have to use wheelchairs to 11:10:48

simulate on the streets or the transport, 11:10:52

transport system. The funny thing that came 11:10:55

back from Rennes University, Rennes is a 11:11:00

town in, that coming back now to Boston ... 11:11:02

to the partnership ... to read this 11:11:04

application and is more, I would say, handy, 11:11:08

more practical, more handy. 11:11:15

For training, we want to input a new 11:11:18

management style on this point. We want all 11:11:24

our staff, all the management line to be 11:11:29

trained. So they would be the first to be 11:11:30

trained with this partnership with the local 11:11:32

schools. 11:11:34

We may be also already two other 11:11:37

initiatives. You may have read about it, 11:11:40

the Riding In Their Shoes initiative. This 11:11:43

is something very, very self-explanatory. 11:11:46
When you put somebody in the wheelchair, 11:11:50
when you put dark glasses to somebody on 11:11:52
their eyes, you do not have to use a lot of 11:11:53
words to explain how you can address 11:11:57
difficulties of these passengers. So this 11:11:59
is very efficient, and we'll put that in 11:12:01
place. 11:12:03
There's also something else we would 11:12:03
like to develop is the Way To Go initiative, 11:12:05
which has been developed here in Boston 11:12:10
since last July. All means of transport 11:12:11
that's commitment to rail is apparently in 11:12:17
this program. So we would like to work with 11:12:18
you from day one to do something very 11:12:20
intensive to apply all this in business to 11:12:24
make sure we are also part of the Way To Go 11:12:27
initiative. 11:12:30
Another one is the signage. The 11:12:31
signage on the platforms above the trains, 11:12:33
we've worked a lot on that one. We've shown 11:12:36
you the issue of Melbourne. At the moment, 11:12:40
we are working in ... project. It's about 11:12:43
20 languages. It's something like 120 ... 11:12:47
out of 1,000. It's so you can address the 11:12:51

issues using some languages. We have to work on the symbols, the colors, on the way to instruct the customer, the passenger, how to use assistance. And the key issue is, of course, is accessible ADA, and we come back to safety, but for ADA this is information that can be sent. To do that, you use a lot of words, colors, symbols, and it's working. 11:12:54 11:12:57 11:13:02 11:13:04 11:13:08 11:13:12 11:13:17 11:13:18

MR. MCCARTHY: Thank you. 11:13:24

MR. DAVID: Again, with safety being the number one priority and you also indicated that safety starts with each individual employee, how would you propose to resolve workplace safety issues? 11:13:27 11:13:30 11:13:33 11:13:35 11:13:37

And let me give you an example. How would you handle an employee refusing to perform a certain assigned function that he or she claims may be unsafe? 11:13:40 11:13:42 11:13:44 11:13:48

MR. HARDWIDGE: Number one, there's a federal regulation about that for a good faith challenge to work. But to get down to the specifics, I think maybe shop environment would be the best place. 11:13:53 11:13:55 11:13:58 11:14:00 11:14:05

Paul? 11:14:06

MR. GARNETT: I ran into these 11:14:07

problems before where the employee just feels that what you're telling him to do is an unsafe act and he refuses to do it. You just have to sit down with him, go through his concerns, and address those concerns and show him that, no, this is not an unsafe act. We have the proper tooling. We have the proper safety lift in the locomotive. We have the proper lifts at the right rating and just go that route. 11:14:08 11:14:10 11:14:13 11:14:16 11:14:19 11:14:21 11:14:24 11:14:26 11:14:32 11:14:34

A good example is when I was here in Boston for -- working the locomotive shop. The guys had a concern of the big drop table going down and if that thing, if the locomotive was -- the lift was to crack, fall down on top of them, they were getting worried about going underneath it. So we did a little research. We found that we can get, lack of better words, jack stands that had the rated value of the weight of the locomotive. So we implemented in dropping that truck that you set them on the corner, so that if it does happen, they hit them first, the guy's got a chance to get out. Now, we did that by talking with the 11:14:36 11:14:39 11:14:41 11:14:44 11:14:47 11:14:50 11:14:52 11:14:55 11:14:57 11:15:00 11:15:02 11:15:04 11:15:07 11:15:10 11:15:12

1	employee and ensuring him and listening to	11:15:14
2	his concerns.	11:15:18
3	MR. DAVID: Now, you did say the	11:15:20
4	good faith challenge is a federal	11:15:21
5	requirement, so I assume that would be	11:15:22
6	available to all of the workforce should you	11:15:24
7	be successful in winning this contract, but	11:15:26
8	do you have in any other operations a	11:15:30
9	hotline as it relates to safety?	11:15:36
10	MR. GARNETT: I don't think we have	11:15:42
11	one in VRE where I'm working right now	11:15:44
12	because it's such a small community right	11:15:46
13	now. We have, like, 30 employees, 15 at	11:15:49
14	each yard, and we have managed presence and	11:15:51
15	they do have a phone call. We've got	11:15:55
16	everybody's number that if they want to get	11:15:59
17	a hold of somebody, they can if they feel	11:16:02
18	they're not being treated right or being	11:16:04
19	told to something that they feel is unsafe.	11:16:07
20	MR. VONASHEK: I can tell you for	11:16:08
21	Metro we do have an hotline. It's extremely	11:16:10
22	important. And we investigate every	11:16:14
23	complaint or whatever's reported through our	11:16:16
24	employees.	11:16:17
25	MR. HARDWIDGE: And it's something	11:16:18

we can put in here in Boston. But, again, and going back to all the overarching stuff, with a good IT system and good communication systems, this kind of thing is easy to handle. 11:16:18 11:16:20 11:16:24 11:16:26 11:16:29

MR. VONASHEK: And just one other thing with that, something that's very interesting to me that I'm working on is peer-to-peer programs with our employees. It's part of a pilot program with the FRA. It's basically to develop that open line of communication and trust within the organization so if an employee's working unsafely, another employee can step up to him and say, you're working unsafely, whatever the case may be. And they work together within themselves and it's a non-punitive nature. So then people begin to start working safely. They're not afraid to look at one another and correct them. 11:16:29 11:16:31 11:16:33 11:16:35 11:16:37 11:16:39 11:16:41 11:16:42 11:16:45 11:16:47 11:16:49 11:16:51 11:16:54 11:16:56 11:16:58

Right now there's that notion, well, you're telling on me whatever. So you kind of -- with this program, we help eliminate that and people become more inclined to report unsafe conditions. They feel there's 11:17:02 11:17:03 11:17:04 11:17:07

that trust there and they're happy to do so. 11:17:08
MR. FRANCIS: One key too is what 11:17:10
Paul said. If you involve your employees -- 11:17:13
you heard Paul use an example that said that 11:17:16
his employees got involved in it too. 11:17:18
You know, us, as operating guys, we 11:17:21
have rules and procedures and so forth, but 11:17:22
involving your employees to help you 11:17:24
understand and maybe correct some of those 11:17:26
rules, right those rules, they tend to get 11:17:28
ownership from that, so then it makes them 11:17:31
as part of the safety process. And I'm the 11:17:34
one that came up with this and worked with 11:17:36
the safety teams. So now you establish an 11:17:38
ownership in that too, and then they become 11:17:40
alert and attentive to what's going on in 11:17:43
their own individual infrastructures to 11:17:46
become -- you mentioned a hotline. To come 11:17:47
back and tell a supervisor, listen, I know 11:17:49
you have this rule, these procedures, this 11:17:52
work practice, but if we can tweak it here 11:17:55
and there, this is where I see us when we're 11:17:57
on locomotives, we're going through 11:17:57
trainings, what exactly happens, and you 11:17:59
rewrite the rules. 11:18:00

In that way, I think that becomes better effective too as far as changing -- you heard Justin talking about safety culture and everybody has to have their own ownership, and I think that's when you start changing the safety culture. 11:18:02 11:18:04 11:18:07 11:18:10 11:18:12 11:18:12

MR. VONASHEK: One other quick thing with that that we'd like to implement is safety captains. So each craft, each employee, each district would have a safety captain. We'd meet with them on a quarterly basis, if not more often. And those employees would be able to report to that safety captain the issues, and then if they feel so, they could just report it to management without having it go directly to the manager. So we feel that would be a great success and a lot of opportunity. 11:18:13 11:18:14 11:18:16 11:18:19 11:18:20 11:18:23 11:18:25 11:18:27 11:18:29 11:18:30 11:18:32

MR. DAVID: Thanks. 11:18:34

MR. DUBOURDIEU: Just one word. When we reach this situation, it means that we have probably forgot something in terms of prevention. So there is huge work to do before that. And when you reach the situation, it just means that the three main 11:18:37 11:18:39 11:18:44 11:18:47 11:18:50 11:18:51

pillars of the results, which are, first, the training of the people, second, the tools that they have to endure, and, third, the process they have to apply have not been that secure. So I would say that when you reach this situation, it's probably a real good question mark for you to make sure that you have worked enough in prevention. 11:18:56 11:18:57 11:18:59 11:19:02 11:19:07 11:19:10 11:19:12 11:19:16

And, obviously, this is the main point that we will address working on prevention and together with the staff. And that's why during the introduction I was saying that the main point is really to define tailor-made processes and not standardized processes coming from, I don't know which books, but really from the field. And this is the key point. If you do not want something to happen, work on prevention. 11:19:19 11:19:21 11:19:24 11:19:27 11:19:29 11:19:36 11:19:39 11:19:43 11:19:46 11:19:49

MR. DAVID: Okay. Thank you. 11:19:51

MR. DELRUE: Piggybacking on Frank, that's also how we use some failure mode analysis systems and way of working so that we analyze every working situation in terms of occurrence, risk, gravity, et cetera. That's also part of our lead management 11:19:53 11:19:56 11:19:59 11:20:07 11:20:13 11:20:16

program, not only FMEA for efficiency but the MEA for safety ... to assess the working functions. 11:20:21 11:20:25 11:20:29

MR. HARDWIDGE: As you can see, we could probably talk forever on a number of topics, but we will be more cautious and when we get a thank you, we will understand. 11:20:32 11:20:33 11:20:37 11:20:40

MR. BASTA: All right. We're going to change gears a little bit. There was discussion about cleanliness of the fleet. And what we're very interested in is this one time upgrade that's been referenced. So in relation to that, we'd like to know how and where you would accomplish this. And I'm not sure whether that's a transportation function or maintenance function. But, also, what's the target time frame for having fleets finished? 11:20:49 11:20:51 11:20:53 11:20:59 11:21:01 11:21:05 11:21:09 11:21:13 11:21:15 11:21:16 11:21:18

MR. HARDWIDGE: In order to keep that answer succinct, I'm going to ask Paul to take it from top to bottom. 11:21:19 11:21:21 11:21:24

MR. GARNETT: To answer your question mechanical or transportation, it's going to be both. We're looking at both facilities. We're looking at bringing 11:21:26 11:21:27 11:21:28 11:21:30

equipment in on a Saturday and a Sunday, both Southampton, Mass., and the BET. Working with transportation, we'll get those sets in. We'll work with the unions to bring people in and get them clean. We're looking for getting the gum off the floor, making sure the windows are wiped down, and just get that initial, general clean so we have a basis to start with. 11:21:32 11:21:35 11:21:39 11:21:41 11:21:43 11:21:47 11:21:49 11:21:51

We also are looking at maybe, again, working with the unions bringing in a company called ServiceMaster. We use them a lot in Virginia. They come in and clean the whole fleet and get it done. That would expedite it. 11:21:52 11:21:55 11:21:57 11:22:00 11:22:03 11:22:05

So depending on which way we're going, I'm looking at six to nine months to have the whole fleet done barring any problems or -- 11:22:06 11:22:08 11:22:10 11:22:15

MR. BASTA: Now is that using the service six to nine? 11:22:15 11:22:18

MR. GARNETT: Six to nine using the workforce here today. 11:22:19 11:22:21

MR. BASTA: But if you were able to do the ServiceMaster? 11:22:23 11:22:26

MR. GARNETT: Probably quicker. ServiceMaster comes in on Saturday and cleans five train sets for us and then Sunday they clean seven. So, you know, they do a set rate saying, okay, it's a certain dollar amount, we're going to do it, and they bring in however many people they want to bring in and get it done. 11:22:27 11:22:29 11:22:31 11:22:33 11:22:34 11:22:37 11:22:39 11:22:42

MR. HARDWIDGE: And part of the key here is we're not just going to arbitrarily bring in an outside contractor to do what is clearly union work or is arguably union work. We're going to work with the labor organization first. Ultimately though, we're going to deliver the same train. 11:22:43 11:22:44 11:22:48 11:22:51 11:22:56 11:22:57 11:22:59

MR. MCCARTHY: The next one speaks to improvement of fare collection methodology. And, in your proposal, it speaks to having an outside auditor come in and do some audits of how we're doing in that regard. So if you could talk a little bit about the frequency with which that would happen and then just the overall process. 11:23:04 11:23:07 11:23:09 11:23:10 11:23:13 11:23:15 11:23:16 11:23:19 11:23:20

MR. HARDWIDGE: The frequency -- we 11:23:22

don't have a specific frequency at which we're going to bring in outside auditors. And in this case when we're talking about auditors, we're talking about observers, if you will, because we have several ideas based on our experience of how best to make sure all the fares are collected. For a little bit more detail, I'm going to ask Janet to expand on that. 11:23:24 11:23:28 11:23:31 11:23:33 11:23:36 11:23:41 11:23:45 11:23:47 11:23:49

MS. CARBONELLI: Ultimately, collecting fares affects your operating budget so it's fairly important. So, first, we're going to ensure that our train crews are certainly trained and proficient in what a fare costs. 11:23:51 11:23:53 11:23:56 11:23:58 11:24:00 11:24:01

I've heard of several different times where people have been charged different fares, basically, for the same fare zone in which might be a zone five. So we've got to make sure that we get everyone on the same page about what it costs. 11:24:02 11:24:04 11:24:07 11:24:09 11:24:11 11:24:13

We're going to ensure that our managers are also aware of what the fare structure is. We're going to go and examine -- when we're actually going and 11:24:15 11:24:17 11:24:21 11:24:25

collecting fares, the position of the conductors, are we getting everyone that's getting on the head two cars to sweep the zones after the major stations and then come back, time permitting, to go and get any of the other short riders? 11:24:27 11:24:28 11:24:30 11:24:34 11:24:35 11:24:39

We're also going to have teams of, let's say, four assistant conductors, when the manpower permits, to go and sweep the entire train, make sure that we get, basically, all of that revenue. 11:24:40 11:24:42 11:24:44 11:24:47 11:24:49

And then we're going to have managers also from other departments. So JB will ride it and he'll go and check the appearance of the crew, possibly buy a ticket on board the train, and see how the fare procedures are working. 11:24:51 11:24:53 11:24:59 11:25:01 11:25:04 11:25:06

MR. DAVID: On transportation also, your proposal includes an example to improve crew runs by cutting out deadhead moves. How will you account for getting crews to and from the reporting locations, such as Southampton Street or BET? And then a second part of that is how would you eliminate the impact of crew swaps and on 11:25:12 11:25:14 11:25:17 11:25:20 11:25:23 11:25:26 11:25:30 11:25:31

time performance? 11:25:35
MS. CARBONELLI: Let me address at 11:25:38
least the crew swaps. We have seen that 11:25:40
there is crew swaps outside the stations. 11:25:42
So some of these trains are stopping 11:25:45
basically in the middle of nowhere and crews 11:25:49
are exchanging. So that's causing a delay 11:25:51
to the customer. So we are proposing that 11:25:53
all of our crew swaps are going to be done 11:25:55
at the station. 11:25:58
And then your second question was 11:25:59
pertaining to deadhead? 11:26:02
MR. HARDWIDGE: Let me just pick up 11:26:06
on Janet's answer. So we're going to start 11:26:07
from square one. And, actually, we've 11:26:10
already done using some -- we've already 11:26:13
done a lot of work utilizing some pretty 11:26:16
sophisticated software that's available to 11:26:19
Keolis in France that they utilize for 11:26:22
analyzing very complex operations. 11:26:27
So once we can actually begin work, 11:26:34
we're going to take an overall view right 11:26:36
from square one of how the crew assignments 11:26:39
and the rotations of both crews and 11:26:44
equipment, by the way, have started. 11:26:47

So the first thing about deadheads and how we're going to get crews back to their starting locations is to make sure we've exhausted every opportunity to minimize or eliminate deadheads. So there's probably an opportunity to minimize some of the deadheads that are taking place now by adjusting the slots. And then, beyond that, just go all the way through to see, to figure out what the most efficient, most effective crew scheduling of crew cycles are. 11:26:49 11:26:52 11:26:54 11:26:57 11:27:00 11:27:03 11:27:05 11:27:08 11:27:13 11:27:17 11:27:20 11:27:25

Now this is something that's very important. It's very important to on time performance. It's very important to efficiencies within the network. But what it also very important and that we need to walk carefully through this issue is that regardless of what the specific labor agreement language may say about crew assignments, the reality is that crew assignments become kind of a very sensitive issue or is sacred with the crew, with the crews. 11:27:25 11:27:28 11:27:29 11:27:31 11:27:34 11:27:38 11:27:41 11:27:43 11:27:46 11:27:49 11:27:53

So we're not going to go in there with 11:27:58

a bull in a China shop approach and say, guess what, we can eliminate all the overtime, we can eliminate three crews if we do a better job crew cycling. We may find that we can do -- that we can achieve those kind of efficiencies, but if that's what we find, we'll do it in an incremental approach and we'll work with the labor organizations. We won't just say we're changing all the crew swaps September 1st. 11:28:01 11:28:03 11:28:05 11:28:08 11:28:11 11:28:13 11:28:16 11:28:19 11:28:22 11:28:24

MR. BASTA: So back to managers. How are managers going to interact or are they going to interact with customers on the train and how will the customer -- or will the customer be able to recognize a management representative? 11:28:30 11:28:34 11:28:37 11:28:43 11:28:46 11:28:48

MS. CARBONELLI: Yes, absolutely. We had talked about perhaps having a colored jacket that identifies the managers, whether that be transportation -- we also discussed for customer service people to have a similar style jacket so we can be identified. We're going to be standing on the platforms. We're going to be approachable. 11:28:50 11:28:52 11:28:55 11:28:59 11:29:02 11:29:04 11:29:07 11:29:09 11:29:11

Ronan talked about customer complaints and how he loves customer complaints. Well, we certainly -- we want to get out there and talk to customers to see what kind of job we're doing. If someone comes up and says, hey, you know, we had gum on the seat, we want to know about this so we can go and take care of that. 11:29:14 11:29:16 11:29:21 11:29:22 11:29:25 11:29:28 11:29:31 11:29:33

Transportation managers, I can't say. They will be starting at the outlying points meeting and greeting crews, make sure that we're prepared to work, we're coming to work, we're coming to work on time, giving them a once over to make sure that they're fit for duty. That's, of course, of the utmost importance. Make sure that they have all their operating books with them, make sure that they have their day's track warrants or general orders to get them over the road, make sure that they're having their job briefings and go and talk about safety at this time or are events, weather, are there special events, do we have a Sox game going on, do we have a Bruins game going on that's going to affect our 11:29:35 11:29:40 11:29:43 11:29:46 11:29:47 11:29:49 11:29:52 11:29:54 11:29:58 11:30:00 11:30:01 11:30:03 11:30:06 11:30:11 11:30:13 11:30:16

ridership. So these are what we're looking at doing to actually be out there and interact with our customer. 11:30:17 11:30:19 11:30:21

MR. HARDWIDGE: Part of our culture change overreaching all of us is we're going to do more managing by walking around and we're going to do more managing in the field and less managing inside the office. 11:30:23 11:30:25 11:30:27 11:30:29 11:30:30

MR. FRANCIS: I was just going to piggyback. George kind of took my word. I grew up where they said that each of the supervisor will have a degree in MBWA and that's managed by walking around. You don't manage from inside an office. And when you manage by walking around, it's your employees, your customers, you learn more, you find out more, and then you're able to come in and assess things to how you're going to do business from that point on. 11:30:35 11:30:40 11:30:41 11:30:41 11:30:43 11:30:45 11:30:48 11:30:50 11:30:52 11:30:54 11:30:59

Janet mentioned the fact that the employees are bringing things back saying this is what I see, this is what the customer is seeing. So now we're getting to be more customer responsive. 11:31:00 11:31:02 11:31:05 11:31:06 11:31:09

In opening presentation, I said you 11:31:11

have to understand your customer's expectation. So all of us here, as well as our customers, will think like a passenger. That's where it starts first. We all have the ways that we may do things, but we've got to understand that our passengers are the ones riding our systems every day and we need to put our mindset on things just like they do. 11:31:13 11:31:15 11:31:17 11:31:19 11:31:22 11:31:26 11:31:27 11:31:30 11:31:32

MR. COATANEA: And that's the work we would do together. We do one year complaint audit of 12-month activity to find out what are the key pieces of the current system to be able to input this information within the refresher courses for all our employees to collect real data and also to use this information to share with you to implement the short term and the long-term improvement action plans so we can make sure that the customers will see an improvement. 11:31:32 11:31:35 11:31:38 11:31:40 11:31:46 11:31:49 11:31:53 11:31:56 11:31:58 11:32:01 11:32:04

And the second point are the employees. They must be proud of the system. They must be confident. They need to trust that the system is working properly. If they have information, they 11:32:10 11:32:13 11:32:17 11:32:18

are aware of the weaknesses ... and to emphasize as well the strengths of the system. 11:32:19 11:32:23 11:32:25

So this audit of 12 months activity is a key starting point of working together. 11:32:27 11:32:31

MR. VAUTRIN: And bear in mind that, you know, on top of this passenger focused approach, we'll have strong framework of high quality data that we will be in conjunction with ... be supporting the ... we have the two pillars of this approach, contacting the passengers and clear understanding of what are the weaknesses of the systems and analysis based on hard data, on facts. 11:32:33 11:32:35 11:32:38 11:32:41 11:32:46 11:32:48 11:32:50 11:32:52 11:32:54 11:32:59

MR. MCCARTHY: How do you propose addressing the limited English efficiency requirements in communicating with customers of limited English proficiency? 11:33:04 11:33:07 11:33:12

MR. HARDWIDGE: Who wants to take the lead on that? 11:33:16 11:33:17

MR. COATANEA: We may have limited English proficiency, but I will try to explain that one. 11:33:20 11:33:22 11:33:34

The very key information is that ... 11:33:35

in Boston, nearly one-fifth of the population is speaking another language than English at home. So there are more other language than English, so it's a key priority. We've addressed some of these points in the approach in Melbourne as well as ... address English with other languages. 11:33:41 11:33:42 11:33:46 11:33:49 11:33:51 11:33:53 11:33:56

The thing is, first of all, in Boston, the local community has diverse origins. I'm sure we'll find the same diversity within our company, for sure. So we need to know about it. We know to make sure that our staff we know what other languages are spoken by our staff so that, for instance, on their ID badges or wherever we can emphasize that they can speak Arabic, French, Spanish, Creole, whatever, so the customers will know what languages are spoken. 11:33:59 11:34:03 11:34:10 11:34:13 11:34:14 11:34:15 11:34:18 11:34:20 11:34:23 11:34:25 11:34:28 11:34:32

It also reflects to a certain extent with the signage, the word, the color, the symbol are more powerful than full sentence. So we will try to work on this one as well with you. 11:34:33 11:34:37 11:34:39 11:34:42 11:34:44

The next is the website, of course. 11:34:46

1	The MBTA website can propose different	11:34:49
2	versions of your website in different	11:34:52
3	languages with Google translation. There is	11:34:54
4	one point we'd like to avoid. We could use	11:34:57
5	automatic translation for many topics except	
6	one, safety and security. This may be	11:35:00
7	translated in colloquial Arabic, Spanish,	11:35:02
8	French, whatever. We will not rely on	11:35:05
9	automatic translation for these topics. So	11:35:08
10	this, I think, one of symbolic ...	11:35:18
11	instrument to deal with language proficiency	11:35:21
12	to rely on our staff and implement a proper	11:35:24
13	information system and, of course, rely on	11:35:27
14	the open data initiative as well as the	11:35:30
15	applications that are available now to make	11:35:32
16	sure that with all of this fresh batch of	11:35:34
17	information, which is made variable to	11:35:38
18	different customers, we can actually share	11:35:40
19	that information with the proper information	11:35:41
20	in the proper language.	11:35:43
21	MR. VAUTRIN: Just to reemphasize	11:35:46
22	what he's saying, I'm living in Melbourne,	11:35:48
23	Australia where less than 70 percent of the	11:35:50
24	people at home are actually speaking	11:35:53
25	English. And what Ronan say about relying	11:35:57

on internal resources as a language skill that we've got in the organization is key. And to see something we do every day in Melbourne, our customer savvy staff, they speak so many languages, it is really impressive. And I'm sure that, you know, it is one of the key things that actually can help going towards people with limited English proficiency. 11:35:59 11:36:04 11:36:05 11:36:09 11:36:11 11:36:14 11:36:20 11:36:22 11:36:25

MR. DAVID: Next question. You've touched on in your opening remarks to discuss how customer service and transportation integrate and the delivery of service. But let me ask a more specific question as it relates to that. How do you see customer service interacting with transportation, especially during service disruptions, and keeping passengers and customers informed of what's going on? 11:36:29 11:36:32 11:36:35 11:36:38 11:36:41 11:36:43 11:36:45 11:36:47 11:36:50 11:36:54

MR. HARDWIDGE: There are several ways we plan to attack that. And, believe me, from the Metro team and the rest of the team here, we have a lot of experience in that. And we know that it's a very important issue. 11:37:01 11:37:02 11:37:07 11:37:09 11:37:11 11:37:13

So the first thing is, Janet referred to before, we need to change the way many of our onboard personnel think. They need to think like a passenger. And when you have a service disruption, just like any of us when we go out here and get on an airplane, one of the worst things is when nobody is telling you anything. So one of the first parts of that is whatever information the crew has, they need to be telling the passengers what's going on. They need to be telling the passengers what the proposed timeline is or whatever efforts are being made and not just standing there being in the dark. So there's a first focus with crews. 11:37:14 11:37:16 11:37:20 11:37:23 11:37:25 11:37:29 11:37:32 11:37:34 11:37:36 11:37:39 11:37:42 11:37:45 11:37:49 11:37:52 11:37:54 11:37:58

The other thing is going to be communication, and we're going to have to work through this a little bit, again using our IT systems and everything else. And that's making sure that the crews on the trains have information so they can share it with the passengers. 11:37:59 11:38:01 11:38:02 11:38:05 11:38:08 11:38:09 11:38:12

So there's several things we can do there, whether it's a kind of a secondary 11:38:13 11:38:16

system of communication, like cell phone related. And we need to do that in a way that complies with and acknowledges the importance of not having electronic distractions, but it can be done and it can be done within the FRA guidelines and within business practice. 11:38:18 11:38:21 11:38:24 11:38:27 11:38:29 11:38:31 11:38:36

So the crews need to be informed and they need to constantly be keeping the passengers updated as to what's going on. 11:38:36 11:38:39 11:38:42

Now, another important thing, and I think you already have some capabilities -- in fact, I know you have certain capabilities in place, is that when there's a service disruption, and this is something -- this was our goal at Metro and we're getting closer and closer to it. When you know there's a service disruption, it's great to tell the people on the train and it's better if you tell them on the platform before they get on the train, and it's best if you can get that information out to them, which we can through the e-alerts. I forget the exact term here. We call it e-alerts. 11:38:45 11:38:47 11:38:50 11:38:52 11:38:54 11:38:56 11:38:58 11:39:01 11:39:03 11:39:07 11:39:09 11:39:11 11:39:13 11:39:16

So that the real goal is -- and, of 11:39:20

course, you don't always have this opportunity. If something happened five minutes ago, well, obviously you couldn't get that information out. But if you know you've got a problem, you get that information out so that, ultimately, the goal if you've got a serious service disruption is to get that information to those customers before they leave their homes in the morning or before they leave their offices in the evening because then they have real alternatives. They can stay in the office and work an hour later. They can stay home that day or they can make arrangements to take different transportation. 11:39:21 11:39:22 11:39:24 11:39:27 11:39:28 11:39:30 11:39:32 11:39:35 11:39:37 11:39:41 11:39:44 11:39:46 11:39:48 11:39:50 11:39:51 11:39:54

I don't want to overrun our time on this one. Janet and some of the others can give you more details, but as an overview, that's going to be our approach, is communicating with those passengers to be a success. 11:39:55 11:39:57 11:39:59 11:40:01 11:40:03 11:40:09

MR. DELRUE: And, by the way, we have two kinds of customers, the passengers and the Authority. You are our customer 11:40:09 11:40:11 11:40:14

also. In addressing disruption or addressing major issues, we will also have to have some sort of joint crisis meetings about snow issue, blizzard issue, or a traffic disruption or whatever. The information and the meaning of information to the passenger is one thing, but we also need to have a clear someone with you, and that's also part of the customer relationship for us. 11:40:18 11:40:22 11:40:26 11:40:30 11:40:36 11:40:40 11:40:44 11:40:46 11:40:51 11:40:54

MR. HARDWIDGE: Thank you very much. I mean, that's a real important thing. Certainly once -- as soon as we start mobilization, one of my most important communications is going to be with the MBTA and understand -- I need to understand who you want me to contact and who wants to be notified then. 11:40:54 11:40:56 11:40:57 11:40:59 11:41:04 11:41:06 11:41:11 11:41:14

Again, at Metro, one of the things I was involved in is when we had something serious happen, not only were we doing everything internally with the customers, but it was very important that my board of directors knew what was happening because, like anyone else, they didn't want to get a 11:41:16 11:41:18 11:41:21 11:41:23 11:41:27 11:41:29

call from a senator about a situation that was going on at Metro that they didn't know anything about. And I'm sure it's going to be the same way here. And we're going to make sure not only that you have a place to go and get information, but that when something out of the ordinary happens that you're not surprised. Nobody likes those surprises. 11:41:31 11:41:34 11:41:37 11:41:39 11:41:41 11:41:43 11:41:47 11:41:48 11:41:51

MR. DUBOURDIEU: George, may I? In Paris, on the line I'm operating, we have to face this kind of situation almost every day. It is crowded. We have a lot of instability. We have a lot of incidents just because it is extremely crowded. So what we have defined is 17 scenarios in -- according to the place we have the disruption. And this helps us to reorganize three things. 11:41:54 11:41:56 11:42:03 11:42:05 11:42:10 11:42:13 11:42:18 11:42:24 11:42:32 11:42:35

The first one is the transportation plan so everyone knows that when there is a problem in that zone that we apply this new transportation plan. Everyone knows in the organization. 11:42:36 11:42:38 11:42:42 11:42:45 11:42:47

The second point is information. We 11:42:48

all know what to do in terms of information. And, on this line, we have speakers in the station, speakers in the train that we can address directly from the -- 11:42:54 11:42:59 11:43:01 11:43:03

MR. HARDWIDGE: Control center. 11:43:06

MR. DUBOURDIEU: The control center, and also the radio by satellite that we can display on the platforms. 11:43:08 11:43:09 11:43:12

So everyone knows in terms of transportation plan, information, and I would say positioning people on the platform and on several points that becomes by that time extremely strategic in terms of managing the flow of people. Everyone knows that we apply this scenario. 11:43:15 11:43:19 11:43:22 11:43:24 11:43:29 11:43:32 11:43:35

And I think that if you want to do something good, we have to do exactly the same. So it means that we have to be extremely prepared. We have to share that through training with the staff. We have to organize exercises during off-peak period with the staff saying, okay, we have a problem here, what do we do. So we do it on the ground but we do it as well I would say in the classroom, just not in the reality. 11:43:38 11:43:39 11:43:42 11:43:44 11:43:48 11:43:50 11:43:55 11:43:57 11:44:00 11:44:03

We have to train to be prepared, because if you stop to ask operational people this question when there is a real problem, it's not going to work. So we really have to be extremely prepared, and you have to be informed about those scenarios. We have to share it because -- obviously, according to a scale of risk and of impact on the service, you obviously will have something to play or -- in fact, the community will be engaged. So all that should be really precisely defined together in term of operation, but as well in term of communication and especially to the media -- to the broadcast. 11:44:07 11:44:10 11:44:14 11:44:16 11:44:20 11:44:23 11:44:24 11:44:27 11:44:31 11:44:36 11:44:38 11:44:43 11:44:47 11:44:50 11:44:55

MR. FRANCIS: Let me just say what Frank is pointing out as well is to be more proactive. When you have a situation that happens out there, we usually, from an operating perspective, we run, we take care of it, and we say it's finished. But no, that's the beginning. If you take the same scenario and you may come back the next day and you lay it out and say what did we do right or wrong or indifferent, and then you 11:44:57 11:45:00 11:45:03 11:45:05 11:45:07 11:45:10 11:45:13 11:45:16 11:45:18 11:45:20

come up with your operating team or whoever is involved in it, your customer service reps, and that now becomes a scenario that you need to look at, go through it, figure out what you should have done, the pros, the minuses, the everything, and now that becomes a training tool. 11:45:22 11:45:24 11:45:26 11:45:29 11:45:31 11:45:34 11:45:37

And what Frank was alluding to is what I use. It becomes a tabletop. So doing whatever training it is, we never let our supervisors go a year or two but there may be some days we say we're going to reenact the same thing that happened a month ago because you get new supervisors, you get new managers, but everything needs to be on scene. You want to make sure dispatchers are on scene. 11:45:38 11:45:40 11:45:43 11:45:45 11:45:47 11:45:50 11:45:52 11:45:55 11:45:57 11:46:00

So what Frank was talking about it, and very excellently said, that you have to be proactive with this. And that's our approach. 11:46:01 11:46:02 11:46:04 11:46:07

MS. CARBONELLI: And I also I can add in that we certainly plan on having a morning call where all our departments will be involved. And in the event there's a 11:46:10 11:46:12 11:46:15 11:46:17

service disruption, certainly look at things we did and things we can improve upon for the next time, and that will all be discussed in the morning call. 11:46:19 11:46:21 11:46:24 11:46:26

MR. BASTA: Okay. Shifting to another area, we had mentioned earlier that DB participation is currently key to I think it's 17 percent. One of the questions we had though was what is the dollar value at this point projected for each of the first three years? There were a couple figures in the proposal and presentation. 11:46:32 11:46:33 11:46:40 11:46:42 11:46:46 11:46:51 11:46:52 11:46:56

MR. HARDWIDGE: I don't think I can answer that, can I? 11:47:01 11:47:02

MR. BODOIN: This isn't from the financial price proposal. In your initial legal section, you identified the three year period, the initial three years worth of DBE goal, and we just would like a breakdown of the yearly because there's some confusion whether there's one or three. 11:47:03 11:47:05 11:47:08 11:47:11 11:47:11 11:47:15 11:47:18

MR. HARDWIDGE: I don't have the dollar values in my head. Can somebody help me out? 11:47:20 11:47:21 11:47:24

MR. BASTA: I may get the hook. 11:47:28

MR. HARDWIDGE: Frankly, we didn't bring our CFO because we're not going to talk about dollars here. I can talk more generally. 11:47:30 11:47:32 11:47:36 11:47:37

MR. BASTA: The question was was the proposal -- 11:47:38 11:47:39

MR. WHALEN: I suggest we move on to another question. 11:47:47 11:47:48

MR. BASTA: So that concludes the official questions. 11:47:53 11:47:55

MR. DELRUE: If you like, maybe we can go further on our DBE commitments and the kind of businesses that we have explored for the DBE. 11:47:58 11:48:00 11:48:04 11:48:06

MR. HARDWIDGE: Let's allow for a minute. 11:48:08 11:48:15

MR. DAVID: If I could, I do have a question that I'd like to ask that came up as a result of our initial discussion on the issue of mobilization. I'd just like to hear where you think the significant risks are as it relates to being able to mobilize in the time that would be provided and how you would anticipate mitigating those risks. 11:48:16 11:48:20 11:48:21 11:48:21 11:48:24 11:48:27 11:48:32 11:48:32

MR. HARDWIDGE: Mobilizations are 11:48:43

difficult, and we go into this with our eyes wide open, and there are unanticipated things that come along. We have already started some key areas, like labor relations in negotiating and implementing agreements. We would expect that to be a challenging area, and because of that we've already made preliminary contacts with the unions so they know who we are and we know who they are. We're not out there negotiating agreements but we've already made those contacts. That's just one area. 11:48:44 11:48:47 11:48:51 11:48:57 11:49:01 11:49:03 11:49:06 11:49:10 11:49:12 11:49:15 11:49:17 11:49:22

And we have identified in our proposal, we have laid out the process of looking at all the challenges in mobilization. Part of what's going to be key on that is that, as I said, we have already initiated some of the work. We're also prepared that prior to formal notice to proceed, if we get an indication that we're going to be the successful bidder, we will begin further investments in mobilization. 11:49:25 11:49:29 11:49:31 11:49:37 11:49:40 11:49:40 11:49:45 11:49:49 11:49:52 11:49:57

Toward some of the details, I'm going to ask my group here to talk more. 11:50:02 11:50:04

MR. FRANCIS: When you were 11:50:06

1	referring to some of the risks involved, I	11:50:10
2	guess I'd like to go back to come forward.	11:50:12
3	We have already -- we have already started	11:50:17
4	with our mobilization plan thinking what we	11:50:19
5	need to do. I mentioned the fact about our	11:50:21
6	mobilization milestone schedule. That could	11:50:23
7	be about 12 sheets now. Any and all plans,	11:50:28
8	programs and activities that could possibly	11:50:31
9	happen, that could possibly happen in that	11:50:33
10	plan.	11:50:36
11	Now, the good thing about it is the	11:50:38
12	fact that we have experience in this area.	11:50:41
13	Keolis has experience in transitioning from	11:50:43
14	rail services to bus services. We have	11:50:46
15	personnel that are on our senior team that	11:50:49
16	would be resourceful doing this.	11:50:51
17	But the good thing about the milestone	11:50:53
18	schedule is the fact that we looked at	11:50:56
19	everything started with the Notice to	11:50:58
20	Proceed to move all the way forward to July	11:51:00
21	2014. And you may have plans and programs	11:51:03
22	that are 30 days, 60 days, 90 days, but,	11:51:05
23	again, the good point is I said Notice to	11:51:11
24	Proceed and we're already starting now. So	11:51:13
25	we're thinking about all those, all the	11:51:14

experiences that we went through, heard about, going through. We put them all in this plan in the schedule and the what ifs and how comes and what do we do. 11:51:17 11:51:18 11:51:20 11:51:22

Now, the other good part of it is there's going to be a steering committee that works with us too to make sure we're all doing it, but the key in any mobilization is the fact that we have to work together. MBTA will be kept abreast of everything that goes on. We'll have weekly mobilization meetings to make sure that we both are in sync to what's going on and that we're meeting our target, because you may have some adjustments that you want to make as well. 11:51:25 11:51:27 11:51:29 11:51:30 11:51:31 11:51:33 11:51:37 11:51:39 11:51:42 11:51:45 11:51:47 11:51:50

Now, if there's a possibility, if something does happen, a hiccup that goes in there, we, at Keolis, we also have thought those things through to have mitigating plans because, let's face it, things happen. Things happen. It's how you address things happen and move forward. We, at Keolis, have already talked through those because of the experience we had, we ran into this, we 11:51:53 11:51:54 11:51:58 11:52:03 11:52:06 11:52:08 11:52:12 11:52:14 11:52:16

had that, how do we get past that. So the experienced part of us going through the mobilization plan is the key. 11:52:18 11:52:21 11:52:23

I mentioned before that working with MBTA working with the current contractor is a plus, but, to be honest with you guys, we've been in situations where sometimes we don't get that information. And that's okay. That's fine. The fact is we can move forward on that as well. 11:52:25 11:52:28 11:52:31 11:52:34 11:52:34 11:52:36 11:52:41

MR. HARDWIDGE: It's just one theory. And, again, to go back to specifics, payroll. Payroll is always a concern. Benjamin, can you address that? 11:52:43 11:52:44 11:52:47 11:52:48

MR. VAUTRIN: As described earlier, we'd implement a topnotch payroll system. ADP or Sage are the first ones that come to mind. We collect all the necessary data to actually feed these payroll systems in terms of employee details, in terms of bank accounts, in terms of accuracy ... We've got all the necessary information. And, of course, we do that in partnership with you. 11:52:51 11:52:54 11:52:58 11:53:01 11:53:05 11:53:09 11:53:11 11:53:13 11:53:15

In terms of setting up the payroll system, I mean, it's a very standard and 11:53:23 11:53:25

usual process we taking out to all the business rules that apply to Boston Commuter Rail Service. We've got a payroll system which accurately replicates what existing currently. And then, in partnership with you, we collect data, the input data that will be coming. From the ground you'll be able to run dry runs, and then we'll be comparing those ... dry runs to the runs of the existing payroll system. And we do that up to the point where we've got one of the persons ... information that is coming out from the payroll system is exactly the same as the one which is the existing payroll system. 11:53:27 11:53:30 11:53:33 11:53:36 11:53:39 11:53:46 11:53:47 11:53:51 11:53:55 11:54:00 11:54:02 11:54:05 11:54:07 11:54:10 11:54:13

By doing that, we are comfortable that we would be ready on day one because that's something we'd be doing in the mobilization period. 11:54:14 11:54:17 11:54:20 11:54:23

MR. HARDWIDGE: Does that answer the question? We could go into it a little more. 11:54:26 11:54:27 11:54:30

MR. DAVID: No. That's fine. Thank you. 11:54:30 11:54:31

MR. HARDWIDGE: We would like to go 11:54:32

back to the DBE question for just a moment. We weren't trying to sidestep the DBE question. We want to make sure that we respect the parameters. Without talking dollars and cents, our commitment -- there's several things we can do for DBE for participation. Again, we're going to meet our goals. We're going to maximize DBE participation. 11:54:34 11:54:38 11:54:38 11:54:40 11:54:45 11:54:49 11:54:53 11:55:00 11:55:04

Our experience has taught us that in getting DBE participation there are some unique challenges. Frequently, the DBEs are not experts and not converse on how to work through the bureaucracy, if you will, as being qualified as DBEs and then being able to bid on contracts. 11:55:04 11:55:08 11:55:10 11:55:16 11:55:21 11:55:25 11:55:28

So through community outreach and working with community and working with the proper state agencies, we will be very proactive in making sure we reach out to DBEs and that we work with them to get them through the qualification process and make them comfortable through the qualification process. 11:55:30 11:55:32 11:55:36 11:55:40 11:55:44 11:55:48 11:55:50 11:55:53

There are many other -- there are 11:55:53

many, many other things we can do. Again, another example is that contracts are frequently -- you can look at how you write your contracts. Now, we've got to be efficient on how we do this, but you can look at how you write your contracts. If you write a $10 million dollar contract, as an example, for something, there might not be many DBEs who are capable of bidding on the contract. But if you de-bundle your contract into smaller pieces, you may make it available to DBEs. 11:55:55 11:55:58 11:56:01 11:56:05 11:56:06 11:56:10 11:56:12 11:56:14 11:56:15 11:56:19 11:56:21 11:56:24

So beyond the specific numbers and wanting to achieve the contractual requirements, we are fully committed to reach out to the community, to encourage DBEs, because DBEs -- Ronan talked about complaints. I think most people will sit in front of you and tell you, well, we want to minimize complaints. We looked at complaints as opportunities. We don't look at working with DBEs as a challenge or roadblock we have to work through. We work with -- we look at DBE participation as an opportunity for us. 11:56:26 11:56:28 11:56:30 11:56:33 11:56:36 11:56:40 11:56:43 11:56:46 11:56:49 11:56:52 11:56:55 11:56:59 11:57:02

I don't know if that helps, but I hope it does. 11:57:03 11:57:05

MR. COATANEA: We also working with a company that we send some employees on the platform, a company called Work In Cooperation. They are not recognized as a DBE yet, but they can provide us with a range of services from work on the platform, even translation of the information, and with our own lawyers and legal teams we are working to get such a company legalized as DBE as well. 11:57:07 11:57:10 11:57:16 11:57:20 11:57:23 11:57:27 11:57:30 11:57:34 11:57:36 11:57:39

MR. VAUTRIN: As I am the man of numbers here, I can confirm the 17 percent that George had mentioned in the presentation as percentage of total work contracted out that would be actually done by DBEs. 11:57:41 11:57:43 11:57:47 11:57:50 11:57:56 11:58:00

MR. DELRUE: Considering engineering services, we have several DBE opportunities. There's the usual ones, landscaping, environmental issues. We have an environmental subcontractor that is a DBE company. I've met some employees from a union shop some months ago, employees 11:58:04 11:58:05 11:58:08 11:58:13 11:58:16 11:58:20 11:58:27

working with a DBE company working for trash removal and whatever. But I personally think that DB business is not only that kind of low added value business, but also must be a kind of technology or maintenance practices or working practices. And working with Gavin Enterprises (phonetic), I know DJ Mason (phonetic) is a part of Gavin Enterprises could be a good opportunity to work on project management, and we have included them as our partners. 11:58:29 11:58:33 11:58:34 11:58:39 11:58:45 11:58:49 11:58:53 11:58:57 11:59:00 11:59:02 11:59:05

There is also the supply part. Some companies are eligible for personal safety items supply for ... supply and we have all that scope in mind in order to increase as much as possible the DBE participation to our project. 11:59:08 11:59:14 11:59:20 11:59:28 11:59:33 11:59:35

MR. MCCARTHY: Thank you. We've got about ten minutes or so. Do you have any closing remarks? We've got a few minutes if you wanted to just follow-up on anything that you may have felt limited by our gestures or tone of voice. Or, George, if you wanted to make some closing remarks, feel free. 11:59:39 11:59:40 11:59:44 11:59:47 11:59:50 11:59:52 11:59:57 12:00:00

MR. HARDWIDGE: Maybe just a couple things. And I'll try to be succinct and I'll ask my team to stay on point. 12:00:02 12:00:03 12:00:07

I know mobilization is a real important concern. This team, the resources we bring, mobilization is going to be grown by this local team. And there are several key factors that we're looking at. I think, as you can see, this team has a lot of resources and a lot of experience in mobilization and we're going to be smart about how we do it. Mobilization will be run from here. It will be run by me. We'll have the resources. 12:00:09 12:00:12 12:00:16 12:00:19 12:00:22 12:00:25 12:00:27 12:00:29 12:00:31 12:00:36 12:00:40

Now, it's important that we keep the mobilization process efficient and effective. What's going to help me do that is that we'll have the resources here to get it done. As we run into roadblocks, and there will be roadblocks, we've got to have international resources as well as significant resources available right here in the states locally, as well as the VRE and from headquarters, that we can bring to bear when we run into those problems and 12:00:41 12:00:44 12:00:48 12:00:51 12:00:53 12:00:57 12:01:00 12:01:02 12:01:06 12:01:13 12:01:15

bring those resources to bear quickly without a lot of added expense. So that's certainly one key element. 12:01:18 12:01:22 12:01:23

Now, again, not to downplay the importance and challenges of mobilization, but looking at this bigger picture, in many ways this is more of a transition than it is a true mobilization. There are those 2,000 men and women out there that are going to come to work on June 30th and do their job. Those same 2,000 men and women are going to come to work on July 1st and do their job. Much of our mobilization is going to be just assuming what's in place in making that work on July 1. Again, I don't diminish that task at all but I would invite you to look at that within that framework. 12:01:25 12:01:28 12:01:30 12:01:35 12:01:39 12:01:40 12:01:44 12:01:46 12:01:49 12:01:52 12:01:55 12:02:02 12:02:06 12:02:08

Again, everyone on this group has worked through big challenges. What happened when Keolis assumed the VRE operation, pretty much after the 11th hour you might say, they were thrown a huge curve that the employee -- the employment base that they had every right and every indication to expect to come to work to 12:02:13 12:02:15 12:02:17 12:02:20 12:02:23 12:02:26 12:02:28 12:02:30

operate that service pretty much was pulled out from under them by some very questionable tactics by Amtrak. They were able to react to that. It did cause them a minor delay, but I don't think anybody believed they could put the employee team together and get it to work as effectively as it did. They were able to do that because they were realistic about it, and when they ran into a huge challenge, they had a lot of resources that had come to bear. 12:02:33 12:02:35 12:02:38 12:02:41 12:02:44 12:02:47 12:02:50 12:02:54 12:02:56 12:02:59 12:03:02 12:03:04

So that's how we come to the mobilization piece. And we're very confident that we can do it. We're also confident because we recognize that while the contract allows us, schedules us six months to do the mobilization, again, it's the real world. So we have certainly brainstormed about what happened if you come to us and say, you know, you've four and a half months to do it. We're not going to be happy about that, but we'll get it done. 12:03:04 12:03:05 12:03:09 12:03:12 12:03:14 12:03:18 12:03:20 12:03:23 12:03:25 12:03:29 12:03:31

And if that happens, we'll also come back to you and talk about, okay, if we need 12:03:34 12:03:37

to get it done in four and a half months instead of six, let's take a fresh look at some of the RDL. Maybe there are things that maybe don't have to be done on day one that can be done 30 or 60 or 90 days after so that we can get it done, and also so that we can get it done efficiently. 12:03:40 12:03:42 12:03:44 12:03:47 12:03:49 12:03:53 12:03:55

Another point I want to make, it really wasn't a question, but I can't overemphasize this, I guess I think I'm a pretty smart guy. And I guess I think the eight other people here who are going to lead this effort are pretty smart guys, but I'm smart enough to know that I don't know the answers here in Boston. The 2,000 men and women who come to work every day are a lot smarter about what makes the service run, about what can make it run better, and about what isn't making it run as well as it can, as well as it can today. 12:03:58 12:04:02 12:04:04 12:04:08 12:04:11 12:04:13 12:04:17 12:04:18 12:04:24 12:04:26 12:04:32 12:04:35 12:04:39

Our biggest challenge, and we're prepared to meet this and this is high priority, is to make sure that we're all on the same team and that those 2,000 men and women are anxious to participate because 12:04:43 12:04:45 12:04:47 12:04:49 12:04:52

we've made them feel valuable and respected. 12:04:56
It's a two-way street. That is a huge part 12:05:01
of this management culture and this 12:05:04
transformation change that we talked about. 12:05:06
I don't necessarily want to close with 12:05:15
that because I don't want to close that out 12:05:17
to anybody else, but before I sum it all up, 12:05:18
does anybody have anything they want to add? 12:05:19
So from our side of the table, to be 12:05:24
real blunt because this is a tough business, 12:05:27
you've had ten years of promises. We've got 12:05:30
the solutions. We've got the team and the 12:05:32
tools to do it and we're ready to go to 12:05:34
work. 12:05:37
MR. FRANCIS: And you've got our 12:05:38
commitment. 12:05:40
MR. MCCARTHY: Thank you. Thank 12:05:43
you very much. Again, we appreciate the 12:05:45
time and the excellent presentation. You'll 12:05:47
be hearing from the procurement team in the 12:05:50
future, I assume. 12:05:54
MR. HARDWIDGE: One final question. 12:05:57
I want to make sure we're clear. Is there 12:05:58
anything that we haven't answered for you 12:06:02
today that you'd like us to give you some 12:06:04

written follow-up on? 12:06:06

MR. MCCARTHY: I don't believe so. 12:06:09

MR. BASTA: Just for the record, 12:06:14

that DBE question was really a plant to see 12:06:15

if counsel was paying attention. 12:06:19

MR. MCCARTHY: Thank you all very

much. 12:06:27

(Time noted 12:05 p.m.) 12:06:27

CERTIFICATE

I, Kristin M. Kelley, do hereby certify that the foregoing record, Pages 1 through 68, is a complete, accurate and true transcription of my stenographic notes taken in the aforementioned matter to the best of my skill and ability.

KRISTIN M. KELLEY

&
& 1:9 2:3

1
1 63:15 68:4
1,000 20:25
10 59:7
100 12:20
11th 63:21
12 38:12 39:4 54:7
120 20:24
12:05 67:8
13 18:9
15 17:24 23:13
17 47:16 51:8 60:14
1st 35:10 63:12

2
2,000 4:14 63:8,11 65:15,24
20 20:24
2007 5:13
2012 11:15
2013 1:8
2014 54:21
2019 3:8
24 1:8

3
30 23:13 54:22 65:5
30th 63:10
35 3:7

4
45 11:6

6
60 54:22 65:5
68 68:5

7
70 41:23
74 3:7

9
90 54:22 65:5

a
ability 68:8
able 14:24 16:4 26:13 29:24 35:15 37:17 38:14 52:22 57:8 58:15 64:4,8
abreast 55:10
absolutely 35:17
accessible 21:5
accident 5:14 9:18
accommodate 17:5
accomplish 3:9 28:14
account 32:21
accountability 16:21
accountable 16:22
accounts 56:21
accuracy 56:21
accurate 3:25 68:5
accurately 57:4
achievable 3:16
achieve 35:5 59:14
acknowledges 44:3
act 22:3,7
action 18:2 38:19
activities 54:8
activity 38:12 39:4
ada 18:1,4 21:5,6
add 50:23 66:8
added 61:4 63:2
address 16:5 18:14 20:5,25 22:5 27:10 33:2 40:7 48:4 55:22 56:14
addressed 40:5
addressing 39:17 46:1,2
adjusting 34:8
adjustments 55:15
administrations 13:12
adp 56:17
advisory 13:13
affect 36:25
aforementioned 68:7
afraid 24:19
afternoon 7:18
agencies 58:19
agency 4:5
aggressive 3:11 15:18
ago 45:3 50:13 60:25
agree 15:14
agreement 34:20
agreements 53:5,10
ahead 16:4
airplane 43:6
alcohol 5:20
alert 25:16
alerts 44:23,24
allow 52:15
allows 64:17
alluding 50:8
alternatives 45:12
amount 30:6
amtrak 64:3
analysis 9:18,19 10:11 15:19 27:22 39:14
analyze 27:23
analyzing 33:20
ankle 7:22
announcements 6:20,22 7:7 8:7
answer 28:20,22 33:14 51:14 57:20
answered 66:24
answers 17:14 65:15
anticipate 52:24
anxious 65:25
anybody 64:5 66:7,8
apologize 16:23
apparently 20:13
appearance 32:15
application 19:7,15
applications 41:15
applied 13:20
apply 13:23 14:1 20:16 27:4 47:22 48:15 57:2
appreciate 66:18
approach 7:24 12:5 12:6 18:17 35:1,7 39:8,12 40:6 45:20 50:21
approachable 35:25
approaches 11:7
approaching 6:23
apt 7:4
arabic 40:16 41:7
arbitrarily 30:10
area 11:25 17:9 51:6 53:7,12 54:12
areas 53:4
arguably 30:12
arrangements 45:15
arrival 7:8
aspect 17:21
assess 28:2 37:18
assigned 21:17
assignments 33:23 34:21,22
assist 13:14 19:7
assistance 21:4
assistant 32:8
assisting 19:8
assume 23:5 66:21
assumed 63:20
assuming 63:14
astrid 2:16
atmosphere 10:18
attack 42:21
attendance 2:1
attention 67:5
attentive 25:16
attitude 12:25
audit 16:2 38:12 39:4

auditor 30:19
auditors 31:2,4
audits 30:20
australia 41:23
authority 2:18 45:25
automatic 41:5,9
available 23:6 33:18 41:15 59:12 62:22
avenue 7:12
avoid 41:4
aware 14:15 31:23 39:1

b

back 4:4,7 9:5,16 10:14 11:18 19:12 19:13 21:5 24:2 25:19 32:5 34:2 35:11 37:21 49:23 54:2 56:12 58:1 64:25
badges 40:15
bank 56:20
barring 29:18
base 63:23
based 3:24 31:6 39:14
basically 24:11 31:18 32:11 33:6
basis 26:12 29:9
basta 2:22 3:2 28:8 29:20,24 35:11 51:5 51:25 52:5,9 67:3
batch 41:16
bay 2:18
bear 39:6 62:25 63:1 64:12
beginning 49:22
begins 4:12
believe 42:21 67:2
believed 64:6
benchmarked 3:21
benjamin 2:15 16:7 56:14
best 16:17,18 21:23 31:6 44:21 68:7
bet 4:22 29:2 32:23
better 4:22 22:19 26:2 35:4 44:20 65:18
beyond 11:16 34:8 59:13
bid 17:21 58:16
bidder 53:21
bidding 59:9
big 17:19 22:13 63:19
bigger 63:6
biggest 65:21
bit 7:8 8:21 9:15 10:14 11:3 15:20 16:9 28:9 30:22 31:8 43:19
bite 12:23
blind 18:8,10
blizzard 46:4
blunt 66:10
board 32:16 46:23
bodoin 2:4 51:15
books 27:16 36:17
boston 1:10 15:3 17:17 19:2,5,13 20:11 22:12 24:1 40:1,8 57:2 65:15
bottom 28:21
bradley 2:25
brainstormed 64:20
breakdown 51:19
briefings 36:21
bring 4:9 6:7 29:5 30:7,8,11 31:2 52:2 62:6,24 63:1
bringing 28:25 29:11 37:21
brittany 19:7
broadcast 49:15
broke 9:16
bruins 36:24
bruno 2:9 5:9
budget 31:12
build 6:16
bull 35:1
bundle 59:10
bureaucracy 58:14
bus 54:14
business 20:16 37:19 44:7 57:2 61:3,4 66:10
businesses 18:2 52:13
buy 32:15
buzz 10:23
buzzword 10:22,23

c

call 6:8 23:15 44:24 47:1 50:24 51:4
called 19:8 29:12 60:5
capabilities 44:12 44:14
capable 59:9
captain 26:11,14
captains 26:9
car 12:16,16,19
carbonelli 2:8 6:17 31:10 33:2 35:17 50:22
care 36:8 49:20
carefully 34:18
carroll 18:8
cars 32:3
case 24:16 31:3
cause 64:4
causing 33:7
cautious 28:6
cell 44:1
center 48:5,7
cents 58:5
certain 21:17 30:5 40:20 44:13
certainly 7:3,4,9 17:12 31:14 36:3 46:13 50:23 51:1 63:3 64:19
certificate 68:1
certify 68:4
cetera 6:12 27:24
cfo 52:2
challenge 21:21 23:4 59:22 64:10 65:21
challenges 53:15 58:12 63:5,19
challenging 53:6
chance 22:24
change 28:9 37:5 43:2 66:4
changing 26:2,6 35:9
charge 6:4 16:8
charged 31:17
check 32:14
china 35:1
claims 21:18
clamp 10:2
classroom 48:25
clean 29:5,8,13 30:4
cleanliness 28:10
cleans 30:3
clear 39:13 46:8 66:23
clearly 30:12
close 66:5,6
closely 6:23
closer 5:19 7:8 44:17,17
closing 61:20,24
coatanea 2:7 17:16 38:10 39:22 60:3
cobb 2:20
collect 38:16 56:18 57:6
collected 31:7
collecting 31:11 32:1
collection 30:17

college 18:8
colleges 18:7
colloquial 41:7
color 40:21
colored 35:18
colors 21:2,8
come 7:18 10:7 11:18 15:13 21:5 25:18 29:13 30:19 32:4 37:18 49:23 50:1 53:3 54:2 56:17 63:10,12,25 64:11,13,20,24 65:16
comes 4:4 30:2 36:5 55:4
comfortable 57:16 58:23
coming 7:1 8:6 13:3 19:13 27:15 36:12 36:13 57:7,12
commitment 20:13 58:5 66:16
commitments 52:12
committed 59:15
committee 13:13 55:6
committees 13:12
communicating 39:18 45:21
communication 24:3,12 43:18 44:1 49:14
communications 46:15
community 23:12 40:9 49:11 58:17,18 59:16
commuter 1:6 2:6 4:3 15:3 57:2
companies 61:13
company 29:12 40:11 60:4,5,11,24 61:1
comparing 57:9
compatible 17:23
complaint 23:23 38:12
complaints 36:1,2 59:18,20,21
complete 68:5
complex 33:20
compliance 13:7
compliant 17:25 18:4,22,25
complies 44:3
comply 14:7
concern 8:14,16 15:11 22:13 56:14 62:5
concerning 5:23
concerns 22:5,5 23:2
concludes 52:9
conditions 24:25
conductor 9:4
conductors 32:2,8
confident 38:23 64:15,16
confirm 60:14
confusion 51:20
conjunction 39:10
considering 60:19
constantly 44:9
contact 46:17
contacting 39:12
contacts 53:8,11
continual 6:13
contract 23:7 59:7 59:10,11 64:17
contracted 60:17
contractor 30:11 56:5
contracts 58:16 59:2 59:4,6
contractual 59:14
control 48:5,6
converse 58:13
convinced 11:20
cooperation 60:6
copying 19:5
corner 12:21 22:22
corp 18:15
correct 24:20 25:9
costs 11:3 31:15,21
counsel 67:5
couple 51:11 62:1
course 6:2 10:24 21:5 36:15 40:25 41:13 45:1 56:23
courses 38:15
crack 22:15
craft 26:9
create 8:1 9:7,10,24 9:25 10:4
creating 8:3 10:12
creole 40:17
crew 6:20,21 32:15 32:20,25 33:3,4,9 33:23 34:11,11,20 34:21,23 35:4,10 43:10
crews 7:10,16,17 31:13 32:21 33:6,24 34:2,24 35:3 36:11 43:16,21 44:8
crisis 46:3
critical 10:19,20
crowded 47:13,15
culture 4:12,13 10:21 26:4,6 37:4 66:3
current 13:8 38:13 56:5
currently 51:7 57:5
curve 63:22
customer 9:1 21:3 33:8 35:14,15,21 36:1,2 37:3,23,24 42:4,12,16 45:25 46:9 50:2
customer's 38:1
customers 8:23 17:3 17:6 35:13 36:4 37:16 38:3,20 39:18 40:18 41:18 42:19 45:9,24 46:22
cutting 32:20
cycles 34:11
cycling 35:4

d

dark 20:3 43:15
data 19:4 38:16 39:9 39:15 41:14 56:18 57:6,6
david 2:24 21:10 23:3 26:19 27:19 32:18 42:10 52:17 57:23
day 6:7,7 10:7 12:15 14:25 18:25 20:15 38:7 42:3 45:14 47:13 49:23 57:17 65:4,16
day's 36:18
days 50:12 54:22,22 54:22 65:5
db 51:7 61:3
dbe 51:18 52:12,14 58:1,2,6,8,11 59:24 60:7,12,20,23 61:1 61:16 67:4
dbes 58:12,15,21 59:9,12,17,17,22 60:18
de 59:10
deadhead 32:20 33:12
deadheads 34:1,5,7
deal 41:11
dealing 19:4
decide 18:12
define 27:13
defined 47:16 49:12
degree 37:12

delay 11:5 33:7 64:5
deliver 30:15
delivery 42:13
delrue 2:9 5:11 16:25 27:20 45:23 52:11 60:19
department 5:9,11 5:23
departments 32:13 50:24
depend 6:2
depending 29:16
depth 3:14
described 56:15
detail 3:18 31:8
details 45:19 53:23 56:20
detrain 6:25
develop 20:10 24:11
developed 20:11
developing 13:14
different 7:12 11:7 31:16,17 41:1,2,18 45:15
difficult 53:1
difficulties 20:6
diminish 63:15
direct 5:24
directly 26:16 48:4
director 6:3
directors 46:24
disabilities 17:3,6
disabled 18:19
discipline 9:20
discuss 42:12
discussed 35:20 51:4
discussion 28:10 52:19
dispatchers 50:16
display 48:8
disruption 43:5 44:15,18 45:8 46:1 46:5 47:18 51:1
disruptions 42:18
distractions 44:5
district 26:10
diverse 40:9
diversity 40:10
dj 61:7
doing 11:1,22 19:6 30:20 36:5 37:2 46:21 50:9 54:16 55:8 57:16,18
dollar 30:6 51:9,23 59:7
dollars 52:3 58:5
dopplers 19:6
downplay 63:4
downtown 8:8
drill 9:15 10:14
drilled 9:14
drilling 9:13,15
driven 12:2
drop 22:13
dropping 22:21
dry 57:8,9
dubourdieu 2:14 26:20 47:10 48:6
duty 7:19 36:15

e

e 44:23,24
earlier 4:14 14:6 15:20 51:6 56:15
easy 24:4
effective 26:2 34:11 62:17
effectively 64:7
efficiencies 34:16 35:6
efficiency 28:1 39:17
efficient 20:7 34:10 59:5 62:16
efficiently 65:7
effort 65:13
efforts 43:13
eight 65:12
electronic 44:4
element 63:3
eligible 61:13
eliminate 24:23 32:25 34:5 35:2,3
emergency 8:7,11
emphasize 39:2 40:16
employee 4:24 9:19 13:3 14:2 15:12 21:13,16 22:1 23:1 24:14 26:10 56:20 63:23 64:6
employee's 24:13
employees 3:8 4:13 4:15,19,20,25 5:6 8:3 10:13 11:24 12:7 14:5,6,15 15:9 15:9 16:19,21 18:13 23:13,24 24:9 25:3 25:5,8 26:13 37:16 37:21 38:16,22 60:4 60:24,25
employment 63:23
encourage 59:16
endure 27:3
engaged 49:11
engine 12:17
engineering 5:9,11 5:23 6:1 60:20
english 39:17,19,23 40:3,4,7 41:25 42:9
enhance 5:19
ensure 7:5,16 31:13 31:22
ensuring 7:19 23:1
enterprises 61:7,9
entire 32:10
environment 8:2,4 9:8,11,25 10:12 21:23
environmental 60:22,23
equipment 6:11 8:19 29:1 33:25
especially 14:23 42:17 49:14
esquire 2:4
essential 16:19
establish 18:6 25:14
establishing 18:11
et 6:12 27:24
evacuation 8:11
evening 45:11
event 50:25
events 36:22,23
everybody 26:4
everybody's 23:16
exact 44:24
exactly 25:24 48:17 57:13
examine 31:25
example 8:5 9:11 12:7 16:13 21:15 22:11 25:4 32:19 59:2,8
excellent 19:3 66:19
excellently 50:19
exchanging 33:7
excited 4:9
excuse 5:7
exercises 48:21
exhausted 34:4
existing 57:4,10,14
exits 8:12
expand 31:9
expect 14:24 15:4 53:6 63:25
expectation 15:16 17:19 38:2
expectations 15:10 17:17
expecting 15:6,6
expects 11:21
expedite 29:15
expense 63:2
experience 13:15 31:6 42:23 54:12,13

55:25 58:10 62:10
experienced 56:2
experiences 55:1
experts 18:14 58:13
explain 5:10 8:20 20:5 39:24
explanatory 20:1
explored 52:13
extent 40:20
extremely 4:9 13:24 14:9 15:4,8 23:21 47:15 48:13,19 49:5
eyes 20:4 53:1

f

face 47:12 55:21
facilities 28:25
fact 37:20 44:13 49:10 54:5,12,18 55:9 56:9
factors 62:8
facts 12:3 39:15
fail 9:23
failure 27:21
fairly 31:12
faith 21:21 23:4
fall 7:4 9:2,5 14:22 22:16
family 15:6,10
far 16:14 26:2
fare 30:17 31:15,18 31:23 32:17
fares 31:7,11,18 32:1
federal 8:15 13:11 21:20 23:4
feed 56:19
feel 23:17,19 24:25 26:15,17 61:25 66:1
feels 22:2
felt 61:22
field 6:6 27:16 37:7
fifth 40:1
figure 3:25 34:10 50:4
figures 51:11
final 66:22
financial 51:16
find 35:4,7 37:17 38:12 40:10
fine 14:3 56:9 57:23
finished 16:12 28:18 49:21
fired 10:16
first 4:12 17:24 18:3 19:20 22:24 27:1 30:14 31:12 34:1 38:4 40:8 43:1,8,15 47:20 51:10 56:17
fit 36:15
five 30:3 31:19 45:2
fleet 28:10 29:14,18
fleets 28:18
floor 29:6
flow 48:14
fmea 28:1
focus 16:6 43:15
focused 39:8
follow 61:21 67:1
followed 8:25
footwear 7:21
foregoing 68:4
foreman 10:15
forever 28:5
forget 44:23
forgot 26:22
formal 53:19
forth 25:7
forward 54:2,20 55:23 56:10
found 22:18
four 32:8 64:21 65:1
fra 8:24 13:14,17 24:10 44:6
frame 28:17
framework 39:9 63:17
france 19:4 33:19
francis 2:12 25:2 37:9 49:16 53:25 66:15
frank 2:14 16:6 27:20 49:17 50:8,18
frankly 52:1
free 61:25
french 40:17 41:8
frequency 30:22,25 31:1
frequently 58:12 59:3
fresh 41:16 65:2
front 5:14 59:19
full 13:6 40:22
fully 14:4 17:25 18:4 59:15
function 21:17 28:16,16
functions 28:3
funny 19:11
further 52:12 53:22
future 66:21

g

gallon 12:22
game 36:24,24
garnett 8:22 21:25 23:10 28:22 29:22 30:1
garrett 2:13
gavin 61:7,8
gears 28:9
general 10:25 29:8 36:19
generally 6:3 52:4
gentleman 9:12
george 2:11 4:14 37:10 47:10 60:15 61:23
gerald 2:12
gerard 2:21
gesture 6:10
gestures 61:23
getting 8:8 10:13 22:16 29:6 32:2,3 32:21 37:23 44:17 58:11
give 17:13 21:15 45:19 66:25
gives 6:24 8:13,16
giving 36:13
glasses 20:3
go 3:17 7:2,5 9:19 15:1,25 20:10,17 22:4,10 26:16 31:24 32:5,9,14 34:9,25 36:7,21 43:6 47:6 50:4,11 52:12 53:1 54:2 56:12 57:21,25 66:13
goal 9:21 44:16,25 45:7 51:19
goals 58:8
goes 15:12 16:15 55:11,18
going 3:2,17 4:23 7:11,13,14,15,22 8:22 12:1,2,3,3,8,18 12:20,21,23 13:4 15:1,2,13,16,17,20 16:3,5,9,12 17:10 17:14 22:14,17 24:2 25:16,23 28:8,20,24 29:16 30:6,10,13,15 31:2,8,13,22,24,25 32:7,12 33:9,14,22 34:2,25 35:12,13,23 35:24 36:24,25,25 37:5,7,9,19 42:8,19 43:11,17,18 44:10 45:20 46:15 47:2,3 47:4 49:4 50:12 52:2 53:16,21,23 55:2,6,13 56:2 58:7 58:8 62:6,11,17 63:9,11,13 64:22 65:12
good 9:11 21:20 22:11 23:4 24:3,3 27:7 48:17 54:11,17 54:23 55:5 61:9

google 41:3
gravity 27:24
great 4:14 8:14 14:19 26:18 44:19
greeting 36:11
grew 37:11
ground 9:2 48:24 57:7
group 53:24 63:18
grown 62:6
guess 12:23 35:2 54:2 65:10,11
guidelines 44:6
gum 29:6 36:6
guy 65:11
guy's 22:24
guys 4:2 5:14 22:13 25:6 56:6 65:13

h

half 64:22 65:1
hand 9:14,15,16 10:15
handimap.org 19:8
handle 21:16 24:5
handy 19:15,16
happen 5:15 11:8 22:23 27:18 30:23 46:21 54:9,9 55:18 55:21,22,23
happened 5:13 45:2 50:13 63:20 64:20
happening 46:24
happens 12:19 25:24 47:7 49:19 64:24
happy 25:1 64:23
hard 10:9,10 39:15
hardwidge 2:11 3:10 10:19 17:10 21:19 23:25 28:4,19 30:9,25 33:13 37:4 39:20 42:20 46:11 48:5 51:13,22 52:1 52:15,25 56:11 57:20,25 62:1 66:22
hazard 14:12,20
hazards 8:19 14:13
he'll 32:14
head 32:3 51:23
headquarters 62:24
heads 5:22
hear 52:21
heard 8:13 25:4 26:3 31:16 55:1
hearing 66:20
held 9:14
help 4:17 5:10 7:9 15:16 17:9 18:10 24:23 25:8 42:8 51:23 62:17
helps 47:18 60:1
hey 36:6
hiccup 55:18
high 39:9 65:22
hit 22:23
hold 9:13 10:3 23:17
holland 1:9 2:3
home 15:1,13 40:3 41:24 45:14
homes 45:10
honest 8:12 56:6
honestly 14:5
hook 51:25
hope 60:1
hotline 23:9,21 25:18
hour 45:13 63:21
huge 4:8 26:23 63:22 64:10 66:2
hurt 14:9 15:3

i

idea 18:10
ideas 31:5
identification 14:12
identified 35:23 51:17 53:13
identifies 35:19
identify 14:13 15:17 16:4
ifs 55:3
impact 14:2,4 32:25 49:9
implement 6:6,13 14:7 16:18 26:8 38:18 41:12 56:16
implemented 15:21 22:21
implementing 53:5
importance 36:16 44:4 63:5
important 3:5 4:1 8:1 12:10 13:5,21 13:24 14:10,12,18 14:22 15:4,8 18:17 23:22 31:12 34:14 34:14,15,17 42:25 44:11 46:12,14,23 62:5,15
impressive 42:6
improve 5:5 32:19 51:2
improvement 6:14 6:15 30:17 38:19,20
incident 15:18
incidents 15:17 47:14
inclined 24:24
included 5:20 61:11
includes 3:6 32:19
including 6:8
increase 61:15
incremental 35:7
indicated 21:12
indication 17:13 53:20 63:25
indicators 15:22
indifferent 49:25
individual 21:13 25:17
information 18:18 21:6 38:14,17,25 39:25 41:13,17,19 41:19 43:9,22 44:22 45:4,6,8 46:6,6 47:6 47:25 48:1,10 56:8 56:22 57:12 60:9
informed 42:19 44:8 49:6
informing 8:9
infrastructures 25:17
initial 29:8 51:16,18 52:19
initiated 53:18
initiative 19:3,25 20:10,18 41:14
initiatives 19:24
injured 14:19 15:5
injuries 3:23,24 4:17 10:11
injury 3:6 9:12 15:2
input 19:17 38:14 57:6
inside 6:1 37:8,14
instability 47:14
instance 18:9,20 40:14
instruct 21:3
instrument 41:11
insulation 6:10
integrate 42:13
intend 3:8 6:12,16
intensive 20:16
interact 35:12,13 37:3
interacting 42:16
interested 28:11
interesting 24:8
internal 42:1
internally 46:22
international 62:21
interrupt 16:11
interviews 1:5
introduction 27:12
investigate 23:22
investments 53:22

invite 63:16
involve 25:3
involved 25:5 46:20 50:2,25 54:1
involving 25:8
island 4:6
issue 16:7 20:22 21:4 34:18,23 42:25 46:4,4 52:20
issues 8:10 14:16 16:1,4 18:14 21:1 21:14 26:14 46:2 60:22
items 61:14

j

jack 22:19
jacket 35:19,22
janet 2:8 31:9 37:20 43:1 45:18
janet's 33:14
jb 32:13
jean 2:9 5:9
jersey 4:5
job 12:11 14:8 35:4 36:4,21 63:10,12
joint 6:15 46:3
jonathan 2:24
july 20:12 54:20 63:12,15
june 63:10
justin 2:10 3:17 5:24 10:21 26:3

k

keep 17:22 28:19 62:15
keeping 42:18 44:9
kelley 2:21 68:3,11
keolis 1:6 2:6 11:21 15:23 33:19 54:13 55:19,23 63:20
kept 55:10
kesler 2:25
key 15:21 21:4 25:2 27:17 30:9 38:13 39:5,25 40:4 42:2,7 51:7 53:4,17 55:8 56:3 62:8 63:3
killed 5:14
kind 10:18 24:4,22 34:22 35:6 36:4 37:10 43:25 47:12 52:13 61:3,5
kinds 45:24
knew 46:24
knight 1:9 2:3
know 4:24 10:6 11:10 14:16 15:24 15:25 16:1,5,9 17:4 17:19 18:15,19 25:6 25:19 27:15 28:13 30:4 36:6,7 39:7 40:12,12,13,18 42:6 42:24 44:13,18 45:4 47:2 48:1 53:9,9 60:1 61:7 62:4 64:21 65:14,14
known 5:16
knows 47:21,23 48:9,14
kpis 15:21
kristin 68:3,11

l

labor 13:16 30:13 34:19 35:8 53:4
lack 22:19
laid 53:14
landscaping 60:22
language 34:20 40:2 40:4 41:11,20 42:1
languages 20:24 21:1 40:7,13,18 41:3 42:5
lawyers 60:10
lay 49:24
lead 17:11 27:25 39:21 65:13
leadership 14:14 16:20
learn 10:5 37:16
learned 10:4
leave 8:9 16:22 45:9 45:10
legal 51:17 60:10
legalized 60:11
lies 5:17
life 12:15
lift 22:8,15
lifts 22:9
likes 47:8
limited 39:17,19,22 42:8 61:22
line 19:19 24:11 47:11 48:2
listen 12:8 18:23 25:19
listening 23:1
little 4:22 7:8 8:21 10:8 11:3 15:20 16:9 17:13 22:18 28:9 30:21 31:8 43:19 57:21
living 41:22
llp 1:9 2:3
local 18:6 19:21 40:9 62:7
locally 62:23
located 8:12
locations 32:22 34:3
locomotive 22:8,12 22:15,21
locomotives 25:23
long 4:6 38:18
longevity 16:14
look 5:19 14:16 15:24 16:10 24:20 50:4 51:1 59:3,6,21 59:24 63:16 65:2
looked 3:13,22 54:18 59:20
looking 7:10 15:21 18:1 28:24,25 29:6 29:10,17 37:1 53:15 62:8 63:6
lot 5:5 8:18 11:12 17:20 18:1 19:5 20:4,21 21:7 26:18 29:13 33:17 42:23 47:13,14 62:9,10 63:2 64:11 65:17
loves 36:2
low 61:4

m

m 68:3,11
main 9:21 16:6 26:25 27:9,13
maintained 8:18
maintenance 6:11 28:16 61:5
major 32:4 46:2
making 7:7 8:25 9:3 29:7 43:21 58:20 63:14 65:19
man 60:13
manage 12:4 16:25 37:14,15
managed 23:14 37:13
management 13:2 19:18,19 26:16 27:25 35:16 61:10 66:3
manager 5:1 10:25 26:17
managers 7:13 16:22 31:23 32:12 35:11,12,19 36:9 50:15
managing 37:6,7,8 48:14
manner 6:23
manpower 32:9
mark 27:7
mason 61:8
mass 29:2
massachusetts 1:10 2:18

matter 68:7
maximillian 2:4
maximize 58:8
mbta 1:5 2:19 4:3 6:19 41:1 46:15 55:10 56:5
mbwa 37:12
mccarthy 2:23 16:11,24 17:2 21:9 30:16 39:16 61:18 66:17 67:2,6
mea 28:2
mean 4:24 5:4 10:25 46:12 56:25
meaning 46:6
means 11:2,4 20:12 26:21,25 48:18
mechanical 10:6 28:23
media 49:14
meet 7:17 26:11 58:7 65:22
meeting 36:11 55:14
meetings 46:3 55:12
melbourne 20:22 40:6 41:22 42:4
member 13:12
members 15:10
men 63:9,11 65:15 65:24
mentioned 25:18 37:20 51:6 54:5 56:4 60:15
messages 18:24
messed 10:1
met 60:24
methodology 30:18
metro 4:5,6 11:13 11:14 23:21 42:22 44:16 46:19 47:2
middle 33:6
miles 12:20
milestone 54:6,17
milk 12:22
million 59:7
mind 16:8 17:22 39:6 56:18 61:15
mindset 38:8
minimize 34:4,6 59:20
minor 64:5
minuses 50:6
minute 52:16
minutes 45:3 61:19 61:21
missed 10:5
mitigating 52:24 55:20
mobilization 46:14 52:20 53:16,22 54:4 54:6 55:9,12 56:3 57:18 62:4,6,11,12 62:16 63:5,8,13 64:14,18
mobilizations 52:25
mobilize 52:22
mode 27:21
moment 18:3,7,19 20:22 58:1
money 11:3
month 38:12 50:13
months 17:24 29:17 39:4 60:25 64:18,22 65:1
morning 7:18 45:10 50:24 51:4
move 52:7 54:20 55:23 56:9
moved 11:15
moves 32:20
moving 9:7

n

nature 24:18
near 4:3
nearly 40:1
necessarily 66:5
necessary 56:18,22
need 13:6,9 14:13 14:14,17 15:9 16:17 16:18 34:17 38:8,23 40:11 43:2,3,10,11 44:2,8,9 46:8,16 50:4 54:5 64:25
needs 17:4,7 50:15
negotiating 53:5,10
network 34:16
never 5:15 13:22 50:10
new 4:5 13:2,9,14 13:17 18:21 19:17 47:22 50:14,14
nine 29:17,21,22
non 24:18
north 4:6
noted 67:8
notes 68:6
notice 53:19 54:19 54:23
noticed 6:21
notified 46:18
notion 24:21
number 15:15 21:11 21:19 23:16 28:5
numbers 3:11,15,20 59:13 60:14

o

observers 31:4
obviously 27:9 45:3 49:8,9
occurrence 27:24
oem 8:24
office 17:1 37:8,14 45:13
offices 45:11
official 52:10
oh 14:20
okay 9:25 10:14 27:19 30:5 48:22 51:5 56:9 64:25
onboard 43:3
once 33:21 36:14 46:13
ones 38:7 56:17 60:21
open 19:4 24:11 41:14 53:2
opening 37:25 42:11
operate 64:1
operating 7:6 13:18 25:6 31:11 36:17 47:11 49:20 50:1
operation 6:12 13:20,25 16:3 49:13 63:21
operational 49:2
operations 3:21 17:25 23:8 33:20
opportunities 5:6,8 59:21 60:21
opportunity 4:8 6:24 26:18 34:4,6 45:2 59:25 61:9
order 5:18 28:19 61:15
orders 36:19
ordinary 12:13 47:7
organization 5:25 24:13 30:14 42:2 47:24
organizations 35:8
organize 48:21
origins 40:9
outlying 7:13 36:10
outreach 58:17
outside 30:11,19 31:2 33:4
overall 30:23 33:22
overarching 24:2
overemphasize 65:10
overreaching 37:5
overrun 45:17
overtime 35:3
overview 45:19

ownership 4:21 25:11,15 26:5

p

p.m. 67:8
pack 4:4,7
page 31:21
pages 68:4
parameters 58:4
paris 47:11
part 6:13,14 20:17 24:10 25:12 27:25 30:9 32:24 37:4 46:9 53:16 55:5 56:2 61:8,12 66:2
participate 65:25
participation 51:7 58:7,9,11 59:24 61:16
partners 61:11
partnership 18:6 19:14,21 56:23 57:5
parts 43:9
passenger 3:6 21:3 38:3 39:7 43:4 46:7
passengers 6:24 7:5 8:9 14:23,24 17:18 20:6 38:6 39:12 42:18 43:11,12,23 44:10 45:21,24
paul 2:13 8:20 15:19 21:24 25:3,4 28:20
pay 10:13
paying 67:5
payroll 56:13,13,16 56:19,24 57:3,10,13 57:14
peak 48:21
peer 4:4 24:9,9
pending 13:9
people 5:17 7:1 18:8 24:18,24 27:2 29:5 30:7 31:17 35:21 41:24 42:8 44:19 48:11,14 49:3 59:18 65:12
percent 3:7,7 41:23 51:8 60:14
percentage 60:16
percentages 3:25
perform 21:17
performance 6:15 15:22 33:1 34:15
period 48:21 51:18 57:19
permits 32:9
permitting 32:5
personal 4:18 5:12 61:13
personally 61:2
personnel 43:3 54:15
persons 19:9 57:12
perspective 49:20
pertaining 33:12
phone 23:15 44:1
phonetic 61:7,8
phrase 10:23
pick 33:13
picture 63:6
pie 3:20
piece 9:13 10:3 64:14
pieces 38:13 59:11
piggyback 37:10
piggybacking 27:20
pillars 27:1 39:11
pilot 24:10
place 20:8 21:23 34:7 44:14 47:5,17 63:14
places 11:12
plan 6:15 17:5 42:21 47:21,23 48:10 50:23 54:4,10 55:3 56:3
plans 4:19,20 18:3 38:19 54:7,21 55:21
plant 67:4
platform 44:20 48:11 60:5,8
platforms 6:21 20:20 35:24 48:8
play 49:10
please 8:20 16:12
plus 56:6
point 4:1 13:6 19:2 19:18 27:9,13,17 37:19 38:21 39:5 41:4 47:25 51:10 54:23 57:11 62:3 65:8
pointing 49:17
points 7:14 10:20 36:10 40:6 48:12
policy 9:21
poor 4:2
population 40:2
portal 16:7
position 32:1
positioned 7:11
positioning 48:11
possibility 55:17
possible 61:16
possibly 32:15 54:8 54:9
posted 17:18
powerful 40:22
practical 19:16
practice 25:21 44:7
practices 7:15 9:10 16:17,18 61:6,6
precisely 49:12
preliminary 53:8
prepared 6:25 13:9 36:12 48:19 49:1,5 53:19 65:22
presence 23:14
presentation 3:3 4:11 9:9 37:25 51:12 60:16 66:19
pressure 11:10
pretty 3:12 33:17 63:21 64:1 65:11,13
prevent 14:21
prevention 5:20 26:23 27:8,10,18
price 51:16
prior 8:8 53:19
priority 15:15 21:11 40:5 65:23
proactive 14:17 49:18 50:20 58:20
probably 16:13 26:22 27:6 28:5 30:1 34:5
problem 6:2 45:5 47:22 48:23 49:4
problems 22:1 29:18 62:25
procedure 9:22 10:8
procedures 25:7,20 32:17
proceed 16:14 53:20 54:20,24
process 6:14 12:4 18:3 25:12 27:4 30:24 53:14 57:1 58:22,24 62:16
processes 27:14,15
procurement 1:5 66:20
produce 18:21
proficiency 39:19 39:23 41:11 42:9
proficient 31:14
program 13:7 14:13 15:19 19:3 20:14 24:10,23 28:1
programs 17:8 18:11 24:9 54:8,21
project 11:19 20:23 61:10,17
projected 51:10
promises 66:11
promoting 6:4
proper 7:20 22:7,8,9 41:12,19,20 58:19

properly 11:2 12:10 38:25
property 13:3
proposal 3:5,12 12:1 30:18 32:19 51:12,16 52:6 53:14
propose 21:13 39:16 41:1
proposed 43:12
proposer 1:6 2:6
proposing 33:8
pros 50:5
proud 38:22
provide 60:7
provided 52:23
pulled 64:1
punitive 24:18
push 13:4
put 3:11 5:17 10:2 10:14 12:15,17,20 12:22 20:2,3,7 24:1 38:8 55:2 64:6

q

qualification 58:22 58:23
qualified 58:15
quality 39:9
quarterly 26:11
question 17:2,16 27:7 28:23 33:11 42:10,15 49:3 52:5 52:8,18 57:21 58:1 58:3 65:9 66:22 67:4
questionable 64:3
questions 51:8 52:10
quick 16:17 26:7
quicker 30:1
quickly 63:1
quite 14:5 17:20

r

radio 48:7
rail 13:13 20:13 54:14 57:3
railroad 11:7,15 13:11
railroads 13:16
ran 21:25 55:25 64:10
range 60:8
rate 3:7 30:5
rated 22:20
rating 22:9
rdl 65:3
reach 26:21,24 27:6 58:20 59:16
react 64:4
reactive 14:17
read 13:21 19:14,24
ready 16:2 57:17 66:13
real 11:11,12 27:6 38:16 44:25 45:12 46:12 49:3 62:4 64:19 66:10
realistic 64:9
reality 34:21 48:25
really 3:14 5:4 14:18 14:22 15:18 27:13 27:16 42:5 49:5,12 65:9 67:4
reasons 11:17
recognize 35:15 64:16
recognized 60:6
record 4:3 5:13 67:3 68:4
reduce 4:17
reduction 3:6,9 4:10
reemphasize 41:21
reenact 50:12
referenced 28:12
referred 43:1
referring 54:1
reflects 40:20
refresher 38:15
refuses 22:3
refusing 21:16
regard 30:21
regardless 34:19
regs 8:24
regulation 13:22 14:1 21:20
regulations 13:8,10 13:15,17,19
regulatory 13:7
related 44:2
relates 17:3 23:9 42:15 52:22
relation 28:13
relations 53:4
relationship 46:10
rely 41:8,12,13
relying 41:25
remarks 42:11 61:20,24
removal 61:2
rennes 19:12,12
reorganize 47:18
replicates 57:4
report 5:24 24:25 26:13,15
reported 23:23
reporting 15:18 32:22
representation 3:4
representative 35:16
reps 5:25 50:3
request 18:10
requirement 8:15 23:5
requirements 39:18 59:15
research 22:18
resolve 21:14
resourceful 54:16
resources 42:1 62:5 62:10,14,18,21,22 63:1 64:11
respect 17:12 58:4
respected 66:1
responsive 37:24
rest 42:22
result 52:19
results 27:1
revenue 32:11
review 3:14
rewrite 25:25
rid 10:17
ridden 6:19
ride 8:14 17:17 32:14
riders 32:6
ridership 37:1
riding 7:14 8:5 19:25 38:7
right 4:2 9:15 10:1 12:9 13:2 22:9 23:11,12,18 24:21 25:10 28:8 33:22 49:25 62:22 63:24
risk 27:24 49:8
risks 52:21,24 54:1
road 36:20
roadblock 59:23
roadblocks 62:19,20
ronan 2:7 17:11 36:1 41:25 59:17
rotations 33:24
route 22:10
rule 25:20
rules 25:7,10,10,25 57:2
run 49:20 57:8 62:13,13,19,25 65:18,18,19
runs 32:20 57:8,9,9
rushing 7:2,3

s

sacred 34:23
safe 4:23 5:1,2 6:11 7:6 8:1,3 9:9,10 11:1 12:18 15:13
safely 7:17 11:2 12:11 24:19
safest 11:15
safety 3:3,5 4:12,13 4:18,19,21 5:12,17 5:19,22,25 6:3,4,7,8 6:9,10 7:19,24 8:10 8:22 10:11,20,21,24 10:25 11:24 12:2 13:13,22 14:15,18 15:15 16:2 17:1 21:6,10,12,14 22:8 23:9 25:12,14 26:3 26:6,9,10,14 28:2 36:22 41:6 61:13
sage 56:17
satellite 48:7
saturday 29:1 30:2
savvy 42:4
saying 10:9 27:12 30:5 37:21 41:22 48:22
says 5:1 36:5
scale 49:8
scenario 48:15 49:23 50:3
scenarios 47:16 49:7
scene 50:16,17
schedule 18:16 54:6 54:18 55:3
schedules 64:17
scheduling 34:11
schools 18:9 19:22
scope 61:15
scratch 15:25
sean 2:23
seat 9:2 10:2 36:6
seatbelt 12:15,17,20 12:23
seats 8:25
second 18:5 27:2 32:24 33:11 38:21 47:25
secondary 43:25
section 51:17
secure 27:5
security 41:6
see 6:5 11:25 25:22 28:4 32:16 34:9 36:4 37:22 38:20 42:3,16 62:9 67:4
seeing 6:25 7:15 37:23
seen 5:16 11:7 33:3
self 20:1
senator 47:1
send 60:4
senior 54:15
sensitive 34:22
sent 21:7
sentence 40:22
septa 4:6
september 1:8 35:10
serious 3:14 10:24 11:5 45:7 46:21
service 3:13 4:3 6:20 15:3 29:21 35:21 42:12,14,16,17 43:5 44:15,18 45:7 49:9 50:2 51:1 57:3 64:1 65:17
servicemaster 29:12 29:25 30:2
services 1:6 2:6 54:14,14 60:8,20
set 9:4 22:22 30:5
sets 29:4 30:3
setting 56:24
seven 30:4
share 38:17 41:18 43:22 48:19 49:7
sheets 54:7
shifting 51:5
shoes 19:25
shop 9:7 21:22 22:12 35:1 60:25
short 32:6 38:18
shortcut 11:10
show 9:9 22:6
shown 20:21
side 6:18 7:24 66:9
sidestep 58:2
signage 20:19,20 40:21
significant 52:21 62:22
similar 19:6 35:22
simulate 19:10
sit 13:11 14:3 22:4 59:18
sits 9:1
sitting 11:17
situation 26:21,25 27:6,23 47:1,12 49:18
situations 56:7
six 29:17,21,22 64:17 65:2
skill 42:1 68:8
sky 3:20
slots 34:8
small 23:12
smaller 59:11
smart 62:11 65:11 65:13,14
smarter 65:17
smash 9:5
snow 46:4
software 33:18
solutions 66:12
somebody 14:3,19 20:2,3 23:17 51:23
something's 12:12
soon 8:9 16:2 46:13
sophisticated 33:18
sort 46:3
southampton 29:2 32:23
sox 36:23
spanish 40:17 41:7
speak 17:7 40:16 42:5
speakers 48:2,3
speaking 16:8 40:2 41:24
speaks 30:16,19
special 17:4,6 18:22 36:23
specific 18:2,14 31:1 34:19 42:14 59:13
specifically 17:5,7
specifics 21:22 56:13
spoke 15:19
spoken 40:14,19
square 33:15,23
staff 5:18,21 18:12 19:19 27:11 40:13 40:14 41:12 42:4 48:20,22
standard 56:25
standardized 27:14
standards 8:24
standing 35:23 43:14
stands 22:19
start 3:2 4:20,22 5:3 7:13 12:17 24:19 26:5 29:9 33:14 46:14
started 13:18 33:25 53:4 54:3,19
starting 5:3 15:24 34:3 36:10 39:5 54:24
starts 4:19 8:2 21:12 38:4
state 58:19
states 62:23
station 6:20,23 7:1,9 33:10 48:3
stations 8:6 32:4 33:4

stay 45:12,14 62:3
steering 55:6
stenographic 68:6
step 10:5 24:14
steve 2:17
stop 49:2
stopping 33:5
strategic 48:13
street 32:23 66:2
streets 19:10
strengths 39:2
striking 3:12
strong 39:8
structure 31:24
struggled 11:13
stuff 24:2
stumble 7:4
style 19:18 35:22
subcontractor 60:23
subject 17:20
success 26:18 45:22
successful 23:7 53:21
succinct 28:20 62:2
suggest 52:7
sum 66:7
sumpf 2:16
sunday 29:1 30:4
supervisor 25:19 37:12
supervisors 50:11 50:14
supply 61:12,14,14
supported 11:22
supporting 39:10
supposed 8:7
sure 8:23,25 9:3 20:17 27:7 28:15 29:7 31:7,20 32:10 34:3 36:11,14,16,18 36:20 38:19 40:10 40:11,12 41:16 42:6 43:21 47:3,5 50:16 55:7,12 58:3,20 65:23 66:23
surprised 47:8
surprises 47:9
susan 2:20
swaps 32:25 33:3,4 33:9 35:10
sweep 32:3,9
symbol 40:22
symbolic 41:10
symbols 21:2,8
sync 55:13
system 19:11 24:3 38:14,23,24 39:3 41:13 44:1 56:16,25 57:3,10,13,15
systems 12:4,6 24:4 27:22 38:7 39:14 43:20 56:19

t

table 22:13 66:9
tabletop 50:9
tactics 64:3
tailor 27:14
take 4:21 5:18 11:4 16:3 17:11 28:21 33:22 36:8 39:20 45:15 49:20,22 65:2
taken 9:20 68:6
talk 6:18 7:19 11:24 12:7 28:5 30:21 36:4,21 52:3,3 53:24 64:25
talked 4:18 35:18 36:1 55:24 59:17 66:4
talking 4:5 5:12 22:25 26:3 31:3,4 50:18 58:4
target 3:6 28:17 55:14
task 12:11 63:16
taught 18:13 58:10
team 13:2 42:22,23 50:1 54:15 62:3,5,7 62:9 64:6 65:24 66:12,20
teams 25:14 32:7 60:10
technical 6:9,9
technology 61:5
ted 2:22
tell 11:14 12:7 23:20 25:19 44:19,20 59:19
telling 10:15 22:2 24:22 43:8,10,12
ten 61:19 66:11
tend 25:10
term 38:18,18 44:24 49:13,13
terminal 8:8
terms 18:18 26:22 27:23 48:1,9,13 56:19,20,21,24
thank 16:24 21:9 27:19 28:7 46:11 57:24 61:18 66:17 66:17 67:6
thanks 26:19
theory 56:12
thing 8:16 10:2 17:22 18:5 19:6,11 22:14 24:4,7 26:8 34:1 40:8 43:1,17 44:11 46:7,13 50:13 54:11,17
things 10:7 11:8,9 12:9,12 14:11 37:18 37:21 38:5,8 42:7 43:7,24 46:19 47:19 51:1,2 53:3 55:20 55:21,22,22 58:6 59:1 62:2 65:3
think 3:4,15 4:10,16 5:3,4 7:7 11:25 15:14 17:14 21:22 23:10 26:1,5 38:3 41:10 43:3,4 44:12 48:16 51:7,13 52:21 59:18 61:3 62:8 64:5 65:10,11
thinking 54:4,25
third 27:3
thorough 17:15
thought 55:19
thousands 10:7
three 16:16 26:25 35:3 47:19 51:11,17 51:18,21
thrown 63:22
ticket 32:16
time 7:8 9:12 10:17 16:4 17:12 28:12,17 32:5 33:1 34:14 36:13,22 45:17 48:13 51:3 52:23 66:19 67:8
timeline 43:13
timely 6:22
times 6:19 31:16
today 3:24 11:18 29:23 65:20 66:25
toe 9:6
told 23:19
tone 61:23
tool 50:7
tooling 22:7
tools 6:7,8 18:22 27:3 66:13
top 22:16 28:21 39:7
topics 28:6 41:5,9
topnotch 56:16
total 60:16
touch 11:23
touched 42:11
tough 11:9 12:12 66:10
town 19:13
townsend 2:17
track 36:18
tracking 16:7
traffic 46:5
tragic 5:12
train 7:11 11:5 12:8 14:25 16:18 30:3,15

31:13 32:10,16 35:14 44:19,21 48:3 49:1
train's 6:25
trained 12:10,14 19:20,21 31:14
training 14:14 16:19 16:20 17:8 18:11 19:17 27:2 48:20 50:7,10
trainings 25:24
trains 7:14 8:5,14 8:17,17 20:20 33:5 43:22
transcription 68:6
transformation 66:4
transit 4:6
transition 63:7
transitioning 54:13
translated 41:7
translation 41:3,5,9 60:9
transport 17:23,24 19:10,11 20:12
transportation 2:18 6:18 7:12,23 28:15 28:23 29:3 32:18 35:20 36:9 42:13,17 45:16 47:20,23 48:10
trap 9:4
traps 9:3
trash 61:1
treated 23:18
trip 7:4
tripping 8:18 14:20
truck 22:22
true 63:8 68:5
trust 24:12 25:1 38:24
try 5:2,19 6:6 39:23 40:23 62:2
trying 9:4 58:2
tuesday 1:8
tweak 25:21
twist 7:22
two 5:13 19:6,23 32:3 39:11 45:24 50:11 66:2

u

ultimately 11:4 30:14 31:10 45:6
unanticipated 53:2
underneath 22:17
understand 4:22,25 13:18,25 14:2,4 25:9 28:7 38:1,6 46:16,16
understanding 39:13
union 30:12,12 60:25
unions 29:4,11 53:8
unique 58:12
university 19:12
unsafe 21:18 22:3,6 23:19 24:25
unsafely 24:14,15
updated 44:10
upgrade 28:12
use 19:9 20:4 21:4,7 25:4 27:21 29:12 38:17 41:4 50:9
usual 57:1 60:21
usually 49:19
utilize 33:19
utilizing 33:17
utmost 36:16

v

valuable 66:1
value 22:20 51:9 61:4
values 51:23
variable 41:17
various 13:11,16
vautrin 2:15 39:6 41:21 56:15 60:13
versions 41:2
view 33:22
virginia 29:13
voice 61:23
vonashek 2:10 3:19 7:25 13:5 16:16 23:20 24:6 26:7
vre 23:11 62:23 63:20

w

walk 34:18
walking 7:21 37:6 37:13,15
want 5:15 7:5 9:24 9:25 10:16,17,17 11:1 14:9,21 16:14 18:18,23 19:17,18 23:16 27:17 30:7 36:3,7 45:17 46:17 46:25 48:16 50:16 55:15 58:3 59:19 65:8 66:5,6,8,23
wanted 61:21,24
wanting 59:14
wants 11:21 39:20 46:17
warrants 36:19
way 8:17 11:23 12:9 12:13 13:1 20:10,17 21:2 26:1 27:22 29:16 33:25 34:9 43:2 44:2 45:23 47:4 54:20 66:2
ways 38:5 42:21 63:7
we've 3:11,13 15:21 20:21,21 23:15 31:19 33:15,16 34:3 38:5 40:5 42:2 53:7 53:11 56:7,21 57:3 57:11 59:4 61:18,20 62:20 66:1,11,12
weaknesses 39:1,14
weather 36:22
website 18:20,21,21 18:22,24 19:1 40:25 41:1,2
websites 17:18
weekly 55:11
weight 22:20
went 9:16 55:1
whalen 52:7
whatever's 23:23
wheelchair 20:2
wheelchairs 19:9
wide 53:2
willing 4:15 11:18
windows 29:7
winning 23:7
wiped 29:7
women 63:9,11 65:16,25
word 26:20 37:10 40:21
words 16:17 20:5 21:8 22:19
work 4:9,15,23 5:2 5:25 8:1,4 9:8,9,10 10:12 11:19 15:12 17:20 19:1 20:14 21:2,21 24:16 25:21 26:23 27:18 29:4 30:12,13,13 33:17 33:21 35:8 36:12,13 36:13 38:10 40:23 43:19 45:13 49:4 53:18 55:10 58:13 58:21 59:23,23 60:5 60:8,16 61:10 63:10 63:12,14,25 64:7 65:16 66:14
worked 11:13 20:21 25:13 27:8 63:19
workforce 23:6 29:23
working 4:16 7:16 9:1,3 11:6 13:15 18:7,20 19:5 20:23

21:8 22:12 23:11 24:8,13,15,19 27:10 27:22,23 28:2 29:3 29:11 32:17 38:24 39:5 56:4,5 58:18 58:18 59:22 60:3,11 61:1,1,6,6
workplace 11:1 21:14
works 55:7
world 3:22 11:11,12 15:23 64:19
worried 22:17
worst 43:7
worth 51:18
write 59:3,6,7
written 67:1
wrong 49:25

y

yard 7:22 23:14
year 11:20 38:11 50:11 51:17
yearly 51:20
years 11:6 51:11,18 66:11

z

zone 31:18,19 47:22
zones 32:4